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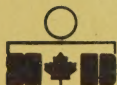


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A JOB SEARCH GUIDE



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A JOB SEARCH GUIDE

by

Catherine V. Davison

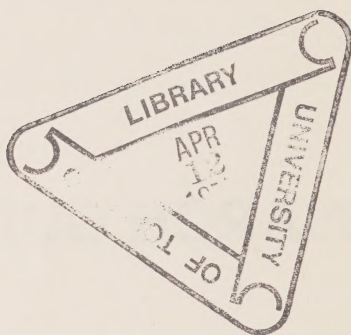
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L. Glen Tippet



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TO THE STUDENT

When we decided to write **A Job Search Guide**, we had a goal in mind. We wanted to show you how to obtain the **right** job — one in which you could experience enjoyment and satisfaction.

To be able to do this, we found that we had to use a slightly different approach from the one presented in most textbooks. We could not just describe how to sell your services to prospective employers. Rather, we had to focus greater attention on the information and skills you need to make wise job selections, to apply for jobs, and to conduct yourself in interviews.

As you read **A Job Search Guide**, you will see that we place a lot of importance on **getting to know yourself**. This self-knowledge will be useful in many ways. It will make your task of writing application letters and resumes easier. You will have less difficulty in completing employment application forms. It certainly will make it easier for you to describe your capabilities to employers when you are being interviewed. Most importantly, however, we believe that you are more likely to find the right job when you know what you can do, what you are like, and what you hope to receive in return for working.

We think that your chances of finding satisfying work are greater if you do not restrict your horizons. Therefore, we constantly urge you to **broaden your awareness** of the variety of job opportunities available to you.

You will notice that we emphasize the **need for thoroughly investigating what each available job requires** for successful entry and performance, and the satisfactions it offers. Again, we believe that you are more likely to be happy in a job if you know what it involves. We also know that you need this information in order to tailor your application and interview to the job for which you are applying.

Finally, we place a great deal of importance on the skills involved in the **decision-making** process. Learning these skills and applying them in a variety of situations can minimize the possibility of getting the wrong job. It also can minimize the possibility of your missing out completely on a good employment prospect.

Catherine V. Davison
L. Glen Tippet

August, 1975

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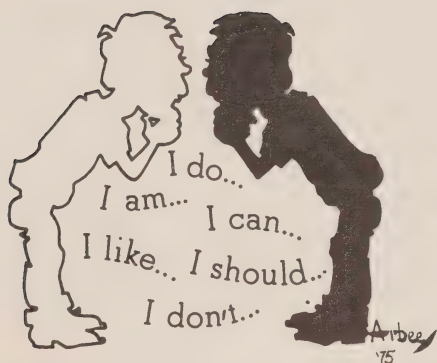
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A JOB SEARCH GUIDE

CHAPTER ONE



STUDYING YOURSELF

Picture the following dialogue between an employer and a job applicant:

EMPLOYER: So you'd like to work for our company. Tell me, what kind of job are you hoping to get with us?

APPLICANT: Oh, anything. I was sort of hoping you could just fit me in somewhere to start, and I could work my way up from there.

EMPLOYER: I see. Well, what can you do?

APPLICANT: I don't really know. I haven't had much experience, but I'm certainly willing to work hard to prove myself.

The employer presented here is simply asking, "Why should I hire you? What have you got to offer?" In response to these important questions, the job applicant is saying, "I don't know. You tell me." If you were the employer, would you be very interested in hiring this person? Probably not.

Now put yourself in the position of the job applicant. Suppose that you were hired, but the job turned out to be one which you neither liked nor were suited to do. How would you feel? Chances are you would not be very happy, nor would your employer be very satisfied.

Perhaps the most important thing you must do before you start applying for jobs is to take a good look at yourself. What can you do? What do you enjoy doing? What are you able to do most successfully? What do you hope for from work? Only when you have answers to these questions are you likely to find jobs which you can perform with profit to employers and with satisfaction to yourself.

CHOOSING A METHOD FOR STUDYING YOURSELF

When faced with studying themselves, most people think about taking various tests which are then interpreted by a counsellor or psychologist. Such tests may be helpful in the early stages of career planning, but they cannot replace a self-made examination when you are getting ready to look for a job.

There are two major reasons why this is so. First, because competition for most jobs is very keen, your special qualities must stand out from those of other applicants. Tests rarely reveal all aspects of you as a person. They also tend to overlook your uniqueness. A second reason for doing your own analysis is that, in the long run, you know far more about yourself than anyone else does. Therefore, your chances of finding satisfactory employment are greater if you make your own job-related decisions.

How you choose to do this analysis is, of course, entirely up to you. Some people feel that it is sufficient just to spend some time thinking about the events of their lives and what they are like. Others feel that it is enough just to question a friend about themselves before they go for an interview. However, those who have been most successful in getting jobs say that the ideas which you and others have about your special qualities must be written down.

A proven method for doing a self-analysis is described in the following sections. As you read about it, it will become obvious that a lot of time is required to complete this task. But remember that job-seeking is a full-time activity anyway, and the rewards will more than justify your efforts. For one thing, you will have an edge over other job-seekers who do not know themselves and what they want to do, or can do. For another, it may reveal some startling facts to you about yourself that could be important to your work future.

UNDERSTANDING WHAT SKILLS ARE

The whole purpose of self-analysis is to help you decide what kinds of jobs you are best qualified to do. Therefore, you must be able to identify the **skills** you have acquired which would enable you to perform a job satisfactorily from both your point of view and the employer's.

Now if you are like many people, you become frightened at the mere mention of this word. "I have never even had a job," you think, "so I have no skills." This is not true. You have been developing and using a wide variety of skills from the day you were born. Moreover, many of these skills would be of value in performing a job.

To make it easier for you to eventually determine what your special qualities are, let's take a close look at what skills are like. By doing so, some of the mystery surrounding them may be taken away.

First of all, when we say that people have "skills", it simply means that they have the ability, based on knowledge and experience, to do certain tasks. Right now you are reading this book. To be able to do so, you have had to acquire some highly specialized skills in the past. Later today you may decide to cook spaghetti for your friends. If you still want these people as your friends tomorrow, let's hope that you've mastered the fundamental skills involved in preparing this dish!

Any job, whether it is one which you are employed to do or one you do for other reasons, is thought of as involving three types of skills.¹ We call one type **adaptive** skills, another type, **functional** skills, and the third type, **specific content** skills. Each of these terms is explained below.

Adaptive skills refer to those abilities that enable you to adjust to different situations, or to change if required to do so. For example, you may be quite capable of preparing a good spaghetti dinner in your own kitchen where you are familiar with the stove, the utensils, and the contents of your spice rack. But could you prepare this dish with the same ease in someone else's kitchen?

When you are employed by someone else, you will be expected to adapt to the existing physical surroundings, organizational arrangements, and interpersonal relationships. For example, will you be able to tolerate the kind of supervision you encounter? Will you be able to get along with your co-workers? Will you be able to get to work on time, and do your job without constant prodding?

Adaptive skills are rooted in your temperaments. You usually acquire them in the early years of your life when you are with your family, your friends, and your classmates and teachers. Think about some of the ones that you may already have developed through your work in school. For example, do you get your assignments in on time? Are you able to do your work without constant supervision from the teacher? Are you able to get along with your classmates when you are working on group projects? How do you

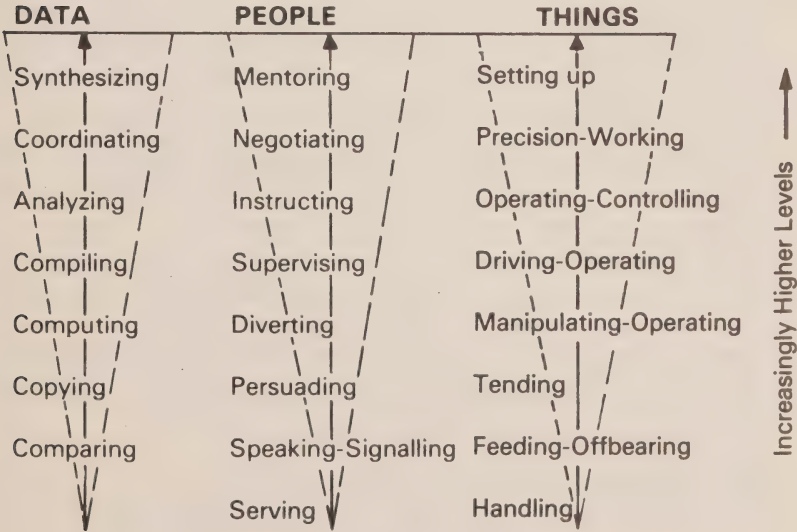
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Sidney A. Fine and Wretha W. Wiley, *An Introduction to Functional Job Analysis, A Scaling of Selected Tasks From the Social Welfare Field*, Methods for Manpower Analysis No. 4. The W. E. Upjohn Institute for Employment Research, September 1971, pp. 79-80.

react when you are under stress, such as when you are writing examinations?

Functional skills refer to those competencies that enable you to relate to Data, People and Things in some combination and to some degree of complexity. When you are using "data skills", you are dealing with information, knowledge and concepts which usually are in either a written or verbal form. With "people skills", you obviously are dealing with people, but you also may be dealing with animals on an individual basis. When you are using "things skills", you are dealing with objects like tools, machines, materials, and equipment.

Skills within any of these three groups range from ones that are quite simple to ones that are quite difficult to perform. For example, in dealing with people, it would require less skill to greet customers coming into a restaurant for a meal than it would to counsel people with serious emotional problems. At the same time, the person who counsels others would most likely also be capable of greeting clients when they arrived for a session. This means that there are different levels of skill involved when you are dealing with Data, People, or Things. In addition, each higher level skill would typically involve the lower level skills which preceded it. What we have, then, is a "hierarchy of skills" which comes out looking like this:



Now, as you look at this “skills hierarchy”, don’t be frightened by the words that you see. They are nothing but fancy terms used to cover the entire range of things a person might be able to do at any of the different skill levels. Each one of these words is defined in much simpler terms for you in Appendix A of this book.

Let’s look at some examples. Under the Data group, you will notice the word “synthesizing”. What does it mean? It means that you are able to put together information for the purpose of discovering facts, developing knowledge, coming up with new ideas, or making interpretations. Could you have used this skill in preparing some of your school English assignments?

Under the People group, you will see the word “diverting”. It means that you are able to entertain others. Have you ever amused a child to keep her from crying while the doctor administered a needle? If so, you have used the skill of “diverting”.

Functional skills are acquired as you pursue your life’s activities. You develop some through your school work. You develop some through your hobbies and recreational activities. You develop some through your volunteer activities. You develop some through your home activities, and, of course, many through the jobs in which you are employed.

Specific content skills are the ones that enable you to perform a specific job according to certain standards. These skills normally are acquired through training, either in vocational school programs or on the job. For example, in a course on open-pit mining you might learn to operate a Lima Shovel and a Hough Loader. Through typing assignments given to you in a job, you may develop skill in typing Profit and Loss Statements at 45 words per minute with no errors. If you stop to think about all the different kinds of jobs there are, it should be obvious that specific content skills are numerous.

HOW TO ANALYZE WHAT YOU CAN DO

You now should have some idea of what skills are like. This should make you feel more comfortable about tackling the task of examining yourself. As you must realize, you do have something to offer to an employer. What you have to do is to identify clearly what it might be. Are you ready to proceed, then?

Step 1: List Major Activities Undertaken

You should begin your self-analysis by preparing an inventory of all

the major activities you have undertaken. This task will be easier if you list your activities under headings like the ones shown here:

1. Work Experiences (include odd jobs, part-time jobs, regular work for pay, on-the-job training)
2. Club and Volunteer Activities
3. Hobbies, Sports and Recreational Activities
4. Home Activities (include duties, entertainment, etc.)
5. School Activities (include extra-curricular activities)
6. Attending School (list courses taken)

Make this inventory as quickly, but as completely, as you can. It is only meant to give you an overview of the many skill-building activities in which you have taken part up to this point in your life.

In order to put some organization into the way in which you analyze yourself, we now are going to consider all of your activities as falling under one of four categories. These include jobs for which you are paid, jobs for which you are not paid, leisure pursuits, and study. The first category we will deal with is paid jobs.

Step 2: Examine Paid Jobs You Have Held

The paid jobs you have held may include full-time ones or ones that you have done after school, on weekends, or during summer vacations. For each of these paid jobs, do the following:

First, put down the title of the position you held, your employer's name and address, the dates when you started and completed work, and your reason for leaving the job. This is the information you will have to put on employment application forms in the future, so get your facts straight now!

Second, briefly list the duties or tasks you had to perform. An easy way to do this is to imagine you are on the job again, and try to recall the activities that filled your days.

Third, from this list of job duties, pick out the ones that you, personally, feel you did well. Write them down. Also write down the duties which other people, such as your supervisor and co-workers, commended you for doing well.

Fourth, list the skills you had to use or acquire on this job. To name them, it may help you to refer again to the section on what skills are like.

Fifth, from the list of skills you used or acquired, pick out the ones that you, personally, feel are highly developed. Also determine the ones in which you feel you need further training.

Finally, make note of the things you liked and disliked about the job. These may well include some of the tasks you performed, but don't forget things like general working conditions, hours of work, pay, relationships with your supervisor and co-workers, and all the other factors which contribute to your enjoyment of a job.

Step 3: Examine Unpaid Jobs You Have Done

The unpaid jobs you have done probably are numerous. Included here would be club and volunteer activities, home activities, and perhaps school activities such as arranging trips, working on the school newspaper, and planning dances.

For each unpaid job you have done, make a list of the duties or tasks you had to perform. From this list, pick out the ones that you, personally, feel you did well and the ones that other people commended you for doing well.

Now list the skills you had to use or acquire in this job. Which skills do you think you have developed some degree of competence in using? Which ones do you think require further development before they will be of real value to you in a regular job?

Finally, note down any of the things you liked and disliked about this unpaid job.

Step 4: Examine Your Leisure Activities

When you are examining yourself, you should pay particular attention to the way you spend your hours of leisure. If you are like most people, this is the time when you do the things you most enjoy. Often these activities can directly relate to jobs for which you might apply.

For example, think about the people who make pottery in their spare time. What things do they do? What skills do they acquire? Or consider the sports enthusiast who teaches someone else to swim, ski, or play tennis. And what about people who like to spend their leisure hours fixing up cars, gardening, writing short stories, or helping other people? All of them are using skills which may be of value in a regular job.

In looking at your leisure activities, you should follow the same procedure you have used for examining paid and unpaid jobs. First, make a list of the things you do in each activity and determine which ones you do best, as well as which ones other people have complimented you for doing well. Then, list the skills that you have to use. Are they well developed, or are there some for which you

feel you require further training? Finally, are there certain things that you like and dislike about each of these activities? Write them down.

Step 5: Examine Your Study Activities

Because your school work should have helped you to develop efficient work habits, skills, and knowledge, you will want to examine carefully these activities. Also, when you apply for a job, most employers want complete details on your educational background. Now is the time to get your facts straight!

To make this part of the analysis easier, you probably should separate full-time educational activities, such as attending high school, vocational school, college or university, from part-time activities, such as attending night school, workshops, and the like. For each of the full-time educational activities, do the following:

First, put down the course you took, the name of the school you attended, the dates of attendance, and any certificates or diplomas you received. Second, make a list of the subjects you took. In which ones did you do best and in which ones did you do least well? Which ones most interested you? Which ones least interested you? Write them down.

Now, compile a list of the skills you acquired through taking this course. Do you feel confident in your ability to use these skills, or are there some in which you feel you could benefit from further practice? Make note of your best skills and the ones which require additional work.

When you have looked at all your full-time educational activities, begin examining your part-time activities. First, put down the course you took, the name of the school, organization or agency sponsoring the course, when the course was held, and any certificates or diplomas you received. Did you do well on the course? Did it interest you? What skills did you acquire? Are these skills well developed or are they ones which require additional practice? Answer these questions for each part-time educational activity you have undertaken.

COMPLETING YOUR SELF-STUDY

As a result of examining your life's activities in terms of paid and unpaid jobs you have done, leisure pursuits, and study undertaken, you should have a lot of information on yourself. If this information is to be of value in your job search, however, it must be both

complete and accurate. Have you been careful to list all of the tasks you have performed? Have you given thoughtful consideration to the skills you have been using? Have you been honest in assessing what you can do most successfully, and what you most like to do? Your answers to each of these questions should be an unqualified "yes":

Perhaps your self-study already has given you some ideas about the kinds of jobs you should look for. But if you are like many people, at this point you may feel hopelessly confused by all the information you have before you. Let's try and bring some order to it by putting it all together in a manageable form. Even if you have decided upon the direction you want to take in your job search, it will be useful to make one last check on yourself before you start looking for possible openings.

To begin, take yet another sheet of paper and put two columns on it:

TASKS WHICH I WOULD
LIKE TO DO IN MY
FUTURE JOBS

TASKS WHICH I WOULD
NOT LIKE TO DO IN MY
FUTURE JOBS

Now, go back over your lists, and each time you come across something that fits in the first column, put it down there. If something more properly belongs in the second column, put it there.

Use a similar procedure to put together the information you have collected on skills you have used. In listing the ones that you would like to use in future jobs, it would be worthwhile to put notes beside any that might require further work on your part before they are truly saleable.

Finally, go back over your lists once more. This time put down the things that you want to have and the things that you do not want to have in your future jobs.

USING THE RESULTS OF YOUR SELF-STUDY

By the time you have finished your self-analysis, you should know what jobs you are best qualified to do. You also should have some idea about the kinds of things that are likely to add to your satisfaction in a job. This is very important information to have **before** you start job seeking.

By knowing what you can do best, you are not likely to waste time and energy applying for the wrong jobs. If you have to write a letter of application or resume, you already have most of the information you will need. Application forms also require the same kind of information you have been assembling.

Also think about the way in which your self-analysis can help you in a job interview. Many employers ask questions like the following: Tell me about yourself. What are your strengths and weaknesses? What qualifications do you have that make you feel you will be successful in your field? What have you learned from some of the jobs you have held? What courses did you like best in school? How do you spend your spare time? What have you done that shows initiative and willingness to work? These are very difficult questions to answer unless you know yourself well.

Finally, the information you gather can aid you in making wiser job selections. You will know the kind of work you are best able to do. Because of this, you are not likely to end up with a job you cannot perform well. You also will know the things you like and do not like about working. Because of this, you are not likely to choose a job in which you will be unhappy and dissatisfied.

SUMMARY

Before you start applying for jobs, you must take a good look at yourself. You must analyze and understand what you can do and what you are like. Unless you do this, you are unlikely to know what you have to offer to a prospective employer. You also may end up with a job you cannot perform well, or one that is unsatisfactory in other ways.

A proper self-analysis takes a lot of time. You first have to list all the major activities you have ever undertaken. Then, you have to examine each activity separately. What tasks did you perform? What skills did you use? What did you enjoy doing most? What did you do most successfully?

The major purpose of this exercise is to help you decide which jobs you are best able to perform with profit for some employer and with satisfaction for yourself. However, the information you obtain is useful in other ways. It will orient you toward searching for the right kind of job.

It will be useful when you have to prepare resumes and application letters. It also will be useful when you have to complete application forms. Finally, it should help you to make wiser job selections.

CHAPTER TWO



LOCATING JOB VACANCIES

The second step in job-seeking is to look for employers who might need a person of your skills and abilities. Like self-analysis, searching for job openings also is not an easy task. If you rely solely on answering the occasional advertisement or "sending out feelers" by talking to a few friends, you soon will be lost in the shuffle of competition. You must use a systematic and organized plan of action.

Job vacancies may occur for any one of the following reasons:

1. An employee may be fired for unsatisfactory work or failure to get along well with co-workers.
2. An employee may die.
3. An employee may retire.
4. An employee may resign.
5. An employee may be away from work because of illness, an accident or a vacation period. This may create a temporary vacancy.
6. An employee may be promoted to a higher position and the re-shuffling of staff could create an opening.
7. An increase in the demand for products or services offered by a company may mean that the staff will have to be increased temporarily or permanently.
8. A new company may be established for which personnel are required.
9. A change in work procedures and/or equipment used may create openings for persons who have special combinations of skills and training.

Your chances of locating a desirable vacancy are greater if you live in a community where there is a large work force. They also are greater if you are seeking a job for which there is a high worker demand. Regardless of your situation, however, your chances will be increased if you use more than one job search method. The most common ones are described in the following section. They include answering advertisements, going to public or private employment agencies, going to school placement offices, making personal contacts, and canvassing employers.

METHODS OF LOCATING JOB VACANCIES

Answering Advertisements

Some employers advertise job openings on radio and television, but most use newspapers, employment bulletins or the journals of their trade. While public announcement makes competition for

these jobs high, you cannot afford to overlook this method in your search. Many good jobs are found through advertisements.

In newspapers, job openings are listed in both the business section under "Careers" and the classified advertisements section under either "Employment Opportunities" or "Help Wanted". Often these jobs are classified by type such as professional, clerical, construction, and sales.

Some employers advertise through their own employment bulletins which are posted in special places. For example, the Federal Government of Canada has employment bulletins in all post offices, while provincial governments usually have their lists available in certain government offices. At Canada Manpower offices, bulletins from a wide variety of employers may be found in their recently-established Job Information Centres. Other places where employment bulletins might be found are in union buildings, schools, colleges, and private employment agencies.

Trade journals or professional publications listing job openings are found in the periodicals section of any public library. The library also is a good place to find out-of-town newspapers which contain advertisements.

The following suggestions may help you in replying to advertisements:

1. Read or listen to the advertisement carefully. Unless you have the qualifications requested, you will be wasting your time in applying for the job.
2. Be very careful about responding to "build" advertisements. These are ones in which the employer's name is not given. According to many experts in job search, such advertisements often are fronts for a purpose other than filling a vacancy.
3. Also be careful about replying to advertisements containing phrases like "make an investment in your future". This usually means that you have to put money down to buy in on the job.
4. Always make application for the job as requested in the advertisement. For example, if you are asked to write a letter giving details of your education and experience, this is what you must do.
5. Whether you are replying to an advertisement by telephone or by letter, always state the title of the job as advertised, and where and when it was placed.
6. If a file, reference or competition number is given in an advertisement, use it as identification on both your envelope and

letter of application.

7. If the advertisement asks you to state the salary you expect, some experts say to ignore it. Others suggest that you give a reasonable salary range, adding words like "depending on the nature and scope of duties and responsibilities".
8. Keep copies of all advertisements to which you reply, together with a copy of your application. If you are asked to come for an interview, it is helpful to review the job requirements as part of your preparation.

Going to Public or Private Employment Agencies

Employment agencies are companies which act as a third party to connect employers who have job openings with the job-seeker. They are a kind of job marketplace which may provide you with some or all of the following services:

1. Information about job openings.
2. Assistance in arranging interviews or making contact with employers.
3. Testing and evaluation of your interests and aptitudes to see which occupations you might consider.
4. Help in preparing letters, application forms, and resumes.
5. Information about training and how to get financial assistance to take it.
6. Information about jobs in other locations and how to get financial assistance to relocate if required.

In Canada, there are both public and private employment agencies. The public agencies, which are the Federal Government's Canada Manpower Centres, are involved both in the community and in the schools for the placement of all levels of the work force. The private agencies include everything from large national consulting firms handling recruitment of senior professional people as part of their activities to small offices doing nothing but the placement of temporary clerical and domestic help.

Private agencies charge a fee to employers for their services, but with few exceptions in Canada, they are not permitted to charge a person seeking employment. At a Canada Manpower Centre, there is never any charge to either the employer or job-seeker.

Many people believe that the work of employment agencies is to find them a job. This is not true. Agencies primarily work for employers who have asked them to find suitable applicants to fill their job vacancies.

Some employers will place their order with several agencies. When all agencies are competing with one another, however, the chances of any one being able to place you are limited. Other employers will use the services of only one employment agency. Unless you are registered with that particular agency, you may miss out on a job opportunity.

An important rule about using employment agencies in your job search is never to restrict yourself to only one of them. Also remember that none of the agencies can **guarantee** to find you a job.

Going to School Placement Offices

Young people who are seeking their first jobs, often overlook the services offered by the placement offices located in many schools and colleges. They, too, operate as a job marketplace. Unlike employment agencies though, school placement offices have complete records of your studies, activities, and test results. Often the personnel are well acquainted with your qualifications and special abilities and, because they know you personally, they are most interested in helping you get started in the right direction.

As well as providing information on job openings and making arrangements for interviews, most school placement offices offer other services to students. They may have a lot of occupational information and other reading material about jobs and working. They also may provide career counselling for persons needing assistance in setting goals.

Making Personal Contacts

Making personal contacts simply involves telling other people exactly what you are looking for. This method rarely produces instant results, but it is still an important part of a thorough job-search campaign.

Some of the persons who could be helpful to you are listed below. Do not limit yourself to just these contacts though. Tell anyone whom you happen to meet, just in case they might know of an employer who is looking for someone with your qualifications.

1. Tell your friends, relatives and neighbors that you are job-hunting and describe the kind of job you are trying to find. They may know of present or future job vacancies on the staffs of companies with which they are associated.
2. Contact employers for whom you have worked in the past. They may either have openings themselves or be able to suggest other possibilities.

3. If you did your homework thoroughly when you were exploring occupations, you probably developed some contacts with persons already working in your field of interest. Contact them again.
4. Talk to secretaries of Chambers of Commerce and Boards of Trade. They have complete listings of all business and industrial enterprises in an area, as well as lists of persons to contact.
5. Talk to secretaries of trade associations and unions for the same purpose.
6. Talk to local bankers. They must keep informed about business and industrial developments in your area.
7. Contact members of community service and church organizations. Many associations offer job opportunities, and often they know of job openings that have not been advertised.
8. Counsellors at the Y.M.C.A., Y.W.C.A., and other youth organizations may know of job openings.

Canvassing Employers

Sometimes job openings can be found by canvassing employers by telephone, by letter, or by calling on them in person. In using this job search method, you first compile a list of prospective employers and then contact a certain number each day, attempting to sell your services as does the salesman of any product.

Getting your list together can be both time-consuming and unprofitable unless you know what types of employers to contact and where to look for them. While you are searching out the wrong people in the wrong places, a better organized job-seeker may fill a vacancy you could have had. Let us consider, then, the types of employers whom you should contact. Some suggestions are given below.

Ones Who Need Your Expertise. It would seem obvious that you should approach employers who hire persons with your skills and abilities. Yet, many people do not. In their eagerness to get any kind of job, they may canvass every employer on a certain street, asking, "Have you got anything I can do?" Naturally, they usually get the answer, "No," to such a question.

Employers who are most likely to be receptive to your request for a job are those who need and use the skills and abilities you have to offer. This means that you must know what you are qualified to do well. It also means that you must give some study to the possible needs and requirements of the employers whom you canvass.

Ones Who Offer On-the-Job Training. Today many employers are conducting their own programs to train personnel to do certain jobs. If you do not have a lot of experience to offer but are motivated to learn, companies providing on-the-job training in an area of interest to you should be worthwhile prospects to investigate.

Ones Who Are Building or Expanding. When new companies are being built or old ones are expanding, they always need workers. Watch rentals, leases, incorporations, and notices of expansion. If the nature of their business is such that your skills are required, be among the first to apply for a job.

Ones With Temporary or Part-time Openings. Many people who have taken temporary and part-time jobs eventually have found themselves in permanent or full-time positions. This possibility should be explored. After all, if you have worked satisfactorily for a company and have become familiar with its routines, you will have a distinct advantage over other job-seekers when new personnel are being hired.

Ones For Whom You Previously Have Worked. An employer for whom you have worked in the past already knows your capabilities and work habits. If you initially left under acceptable conditions, such as being laid off or resigning after giving proper notice, s/he can be a good employment prospect.

Once you know the kinds of employers whom you should contact, you must begin searching for their names and addresses. Some of the persons who might be able to help you are listed in the previous section. In addition, you might wish to consult the following printed resources:

Newspapers, Magazines and Trade Journals. Newspapers, magazines and trade journals often contain items which suggest future job openings. For example, through these media you can find out when new businesses and industrial facilities are opening up, what companies are expanding their operations, and who has been awarded contracts for construction.

Yellow Pages. In making your list of employment prospects, the telephone directory should never be overlooked. Its "Yellow Pages" contain a complete list of business and industrial enterprises and the products or services they offer.

Business Directories. Perhaps your community publishes a City Directory each year; it can provide you with very good information about employers. In addition, there are other directories that can be found in most public libraries. They not only provide names and

addresses of companies worth contacting, but also give useful facts about the nature of their business, the company's officers, and other details. Listed below are some of these directories:

Poor's Register of Directors and Executives: United States and Canada, published annually by Standard and Poor's Corporation, 345 Hudson Street, New York. It has an alphabetical list of over 27,000 leading business firms, their addresses, principal products, number of employees, directors, and key officers.

Fraser's Canadian Trade Directory, published by Maclean-Hunter Ltd., Toronto, Ontario. Manufacturers, wholesale dealers, and importers are listed and classified according to type of product.

Canadian Almanac and Directory, published annually by Copp Clark Co. Limited, Toronto, Ontario. It lists financial, transportation, publishing, educational institutions; government departments with chief officials; associations and societies with their officers; hospitals, lawyers, etc.

Canadian Trade Index, published annually by Canadian Manufacturers' Association, Toronto, Ontario. It includes an alphabetical list of manufacturers with information about branches and products of each. It also includes a directory of Canadian manufacturers classified according to their products.

The opinions of job-search experts vary widely when it comes to canvassing employers for an opening. Some suggest that you should never just walk in on an employer and ask about job openings. Others, however, point to the fact that many people who have shown up on a job-site and located the foreman, have been hired at once. Similarly, some experts feel that a telephone campaign should not be undertaken. Others say that, provided you call at the least busy hour of the day, this is a more efficient use of your time than walking the streets in search of a job.

Only you can decide on the method that would best suit your purposes. Regardless of the one you choose though, you are more likely to be successful if (1) you know the name of the person in charge of hiring new personnel, and (2) you are prepared to describe the kind of work you are seeking, what you have to offer, and why you wish to work for the company.

HOW TO ORGANIZE YOUR PROSPECTS

Organized job-seekers usually keep what is called a **job prospect file**. It consists of a small filing box and a number of 3" x 5" or

5" x 8" cards. On these cards they write the names and addresses of employers who might need a person with their skills and experience, as well as information about their requirements. When they have contacted a prospect, they record the date and the outcome on the card. A sample prospect card is shown below.

JOB PROSPECT CARD

Company Name _____

Address _____

Telephone Number _____

Nature of Business _____

In Charge of Employment _____

Located by _____

(Front)

Date _____ Wrote _____ Called _____ Phoned _____

Applied for Position as _____

Result _____

Remarks _____

(Back)

Figure 1: Sample Job Prospect Card

Cards have a number of advantages over conventional paper lists

of job prospects. First, they can be easily sorted and classified in ways which will best suit your needs. For example, some people sort and classify their prospects according to the jobs they are best to least qualified to do. When they go out to look for a job, they first apply for those they could do best. Other people classify prospects according to location and then call on all the ones in the same area on the same day.

A second advantage of cards is that "dead" prospects can easily be withdrawn and discarded once you have found out that you could never get a job from these employers. Finally, cards are easy to carry with you. As you learn of new prospects, you can record them at once.

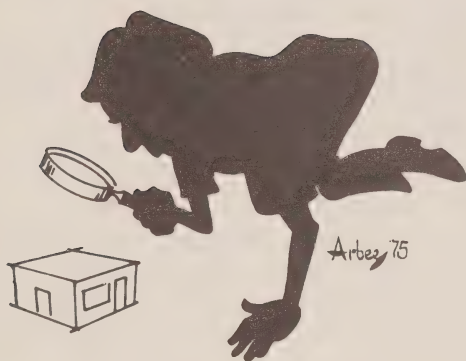
SUMMARY

Job openings occur regularly because employees die, retire, resign, are fired, promoted or transferred. Other openings are created as a result of the expansion of business firms and industries, increased specialization, the setting up of new enterprises, and new construction.

When you are looking for a job, your chances of finding suitable openings are increased if you use more than one job search method. The most common ones include: (1) answering advertisements from newspapers, employment bulletins, trade journals, radio and television; (2) going to public and private employment agencies; (3) going to school placement offices; (4) using personal contacts such as friends and former employers; and (5) canvassing employers by letter, by telephone, or by calling on them in person.

As a job-seeker, remember that you are not looking for just any job opening. You want to find a job in which you will have a chance to use your special skills and abilities. You want to work for someone who has a reputation for fair treatment of employees. You also want to work under pleasant conditions. If you go about your search in a systematic and organized manner, you are more likely to locate openings which will meet these requirements.

CHAPTER THREE



EXAMINING JOB PROSPECTS (investigating the employer and the job)

Using the job search methods described in the last chapter, you should be able to find some vacancies. But remember that you are not looking for just any job opening. You want work that will be satisfying to you personally. If you choose wisely, you can reap many benefits. If you choose unwisely, you soon may become a job-seeker again.

At this point, you may be wondering what the ideal job for you would be. It will be one in which your personal qualifications closely match the job requirements. It also will be one in which the returns you expect from working closely match the benefits provided.

You already should know what you want from work and what you have to offer. Even so, finding the ideal job is not easy. You must be prepared to spend a considerable amount of time and energy collecting information on each of your job prospects. Only then will you be able to make a wise selection.

This chapter outlines the kind of information you will want to obtain on both the job and the prospective employer. Ways of locating this information also are discussed.

WHAT TO INVESTIGATE

Just as you have a right to expect certain things from an employer, so the person who hires you has a right to expect certain returns for the money invested in you. In your investigation, then, you should be trying to get enough information to enable you to answer these two questions:

1. Will my personal needs be met by performing this job?
2. Will I be able to provide the employer with the things s/he expects of me?

If you are able to answer "yes" to both of these questions, you probably will have located an excellent job prospect.

The Nature of the Job

There are many essential facts that you will want to know about a job. Each of these facts could have some influence upon your choice of, as well as your potential success in, that job.

Naturally, you will want to know about the activities you would be expected to carry out. The first things you are likely to investigate will be the duties and responsibilities of the job for which you are applying, including the various types of work performed.

Related to your investigation of job duties will be careful study of the qualifications the employer specifies as necessary for successful performance on the job. Are there certain physical requirements that you would have to meet? Are there certain mental requirements such as the ability to undertake intensive training for higher levels of work? Are there any social requirements, such as the ability to entertain clients, and to make and retain the right circle of friends? Are there any moral requirements that you would have to meet? For example, would you be required to be bonded? What special skills would be required for successful performance on the job? Are certain aptitudes or talents required? What level of education must you have? How much job-related experience is required?

Beyond this, you will want to consider future prospects which the job might offer. Is it a dead-end job that leads to nothing better? Is it a job that is likely to be eliminated by improved methods, inventions, or automation in a few years? Does it offer the kind of future which will completely satisfy you and keep you happy?

Through careful study of a job, you should be able to determine whether your personal qualifications match those that are required. This match should include physical and mental abilities, interests, emotional needs, aptitudes, training and experience. Even if you do think that the job is an ideal one for you, however, you will want to examine thoroughly the prospective employer's expectations of you and the working environment before you make a final selection. As many people can tell you, these two factors can contribute a great deal to employment satisfaction.

The Employer's Expectations

Any employer who hires you will expect you to be able to perform the job duties assigned to you and to do a full day's work for a day's pay. But most will expect many other things of you; let us take a look at some of them:

1. ***Dependability.*** An employer who provides you with a job is paying for some type of productivity. One of the more important things that s/he will expect of you is dependability, or a willingness to produce what you have agreed to. Dependability can be shown by being at work regularly; being on time; sticking to an assigned task; abiding by company policies; making an honest account of company monies and materials; and meeting work deadlines and schedules.
2. ***Industriousness.*** You will be expected to know your job and get

at it without being prodded or constantly watched. An industrious person is a self-starter who can work with a minimum of supervision and can use initiative in starting and finishing a task.

3. *Enthusiasm.* The best employees are those who like their work and show enthusiasm for it.
4. *Decision-making.* The ability to make a decision and carry it through is the mark of a mature worker. It involves getting the facts, considering the consequences, and applying judgment before you act. Employers may give directions, but no matter how detailed they are, you will have to make decisions. Employers expect good judgment in decision situations.
5. *Working Habits.* The quality of work that you produce is often related to your working habits. Good employees maintain habits such as neatness and accuracy.
6. *Friendliness.* If you are friendly by nature and can get along with others, you make your own work and the work of those around you easier. Most employees are going to spend about a third of their day at work, and they appreciate this time being spent near a friendly person, rather than a grouch!
7. *Teamwork.* Closely allied with friendliness is the ability to work with other people toward the accomplishment of an assigned task. Employers will expect you:
 - a. not to shirk on your portion of an assignment;
 - b. to respect the work and the contributions of other members of your team;
 - c. not to seek personal advancement or recognition from the work of the entire team.
8. *Attention to Safety Factors.* When you are working, your actions and observations might keep you, as well as other staff members, from being injured. Carelessness in safety factors may disrupt entire operations and cause employers unnecessary expense.
9. *Appearance.* Employers will expect you to be dressed appropriately for the job that you are to do. Some jobs require a business suit or dress, while others require heavy working clothes. Good grooming also is important.

Would you be able to meet these employer expectations?

The Working Conditions

One important consideration in your study of an employment

prospect should be the **physical conditions** under which you would work while performing on the job. Will you have to work indoors or outdoors? How much physical activity would be involved? Are the surroundings of the work dirty, noisy, dark, or in any other way unpleasant or hazardous? Is the equipment with which you would be working dangerous? Are effective protective measures taken to offset any disagreeable factors? Would you be under any continuing physical or emotional strain?

It is quite normal for a job to be evaluated in terms of **pay and other benefits**. The pay should reflect your skills, abilities and training, but sometimes the benefits provided may be worth more to you than actual salary. In examining a job prospect, you should become as familiar with the job benefits as with the basic pay schedule. Benefits include such things as vacations, pension schemes, retirement plans, sick leave, profit-sharing, and others.

You will want to know what the **hours of work** are. Most jobs are performed during the regular hours of a working day, but there are some that require odd or irregular hours. Will the hours you would have to work allow for a well-balanced life, including time for family and recreational activities?

The social environment in which you work also will contribute a great deal to your employment satisfaction. For example, most employees like to be able to **make suggestions** to solve problems which arise in the work. As well, conscientious and fair **supervision** will be essential to your job satisfaction. You should be provided with whatever on-the-job **training** is necessary in order for you to do your job. Company policies, rules and **regulations should be explained** to you. You should be **informed about changes** in your duties, responsibilities and anything else which affects you and your work. In addition, you must be able to feel that you **can discuss your job** and any of its difficulties with someone in authority.

Closely associated with the social environment is consideration of the relationship you would have with your **co-workers**. Would you be working by yourself or would you be surrounded by other people? Would you be required to join any professional or trade associations? Is it likely that you would be associating with your co-workers when you are off-the-job?

You also should give some study to the way in which **promotions** are made. A promotional ladder based on training and merit provides the best opportunity for conscientious, able workers. If

promotions are made at the whim of the employer or supervisor, they generally are not too well accepted by employees.

Finally, you will want to give some consideration to the **reputation** of the company itself. Is it known to be in a comfortable financial position? Is it known for its interest in, and fair treatment of, employees? Are its products and/or services held in high regard in the community? Naturally, you will be more likely to experience job satisfaction if you pick a company of which you can be justifiably proud.

HOW TO INVESTIGATE

Depending on how much information you need to obtain, there are a number of ways to investigate job prospects. For example, the directories described as resources for your job search can provide excellent information. You also might consider locating copies of inhouse publications, company reports, trade journals, old newspaper files, and government statistical reports. All of these can be found in your public library.

You can check with the Better Business Bureau, Chamber of Commerce, Board of Trade, trade union, customers and others who have contact with the company. Or you might make arrangements to visit the company premises and observe operations yourself.

For your purposes, excellent information may be obtained from persons who either are working for the company now or have worked for it in the past. When you locate them, tell them that you are considering making application to the company and would appreciate any information that would help you get a job.

Then, be prepared to listen carefully. Present and past employees can tell you about the person who does the hiring. They can tell you both the good and bad things about the company, its supervisory personnel, and its products or services. They also may be able to tell you about other job openings that exist at that time, or will be coming up soon.

If you ask the right questions of them, you can develop answers to many of the questions you could be asked about the company during a job interview. In addition, you will have become acquainted with several people with whom you might be working, and this could make your first day on the job easier.

SUMMARY

Once you have located some job openings, your next task is to determine how desirable these jobs might be. You already know what you can do and what you expect in return for working. Before you can make a final selection, however; you need to obtain information about the requirements for the jobs you are considering. You also should find out as much as you can about your prospective employers and the expectations they have of their workers.

There are a number of ways to get this information. The public library has many resources, including directories, reports, trade magazines and old newspaper files, which contain facts about the company. You may also question people who have contact with the company such as the Better Business Bureau, trade unions, customers, and present and former employees.

CHAPTER FOUR



MAKING JOB SELECTIONS (matching your qualifications with the job requirements)

Why do so many people get into the wrong kind of job? Perhaps you already have an answer to this question but, to be certain, let us examine the more common reasons.

Some people end up in jobs for which they are ill-suited because they do not know themselves. They have never examined their abilities and talents, their interests, their likes and dislikes, their values. This, in turn, prevents them from recognizing suitable jobs when they are encountered.

Some people find themselves in the wrong jobs because they fail to explore the many opportunities that are available to them. They make only a few contacts in their job search, and end up with a limited number of options open to them.

Other people accept jobs without finding out about the satisfactions they offer and what is required for successful performance. Only when they begin working do they find out how prepared they are or how much they will enjoy the job.

Still others end up in the wrong jobs because they accept the advice of friends, teachers, or relatives. They make no selections on their own, either because they do not know how to make a decision or because they don't want to have to accept responsibility for any actions that they take.

Can this happen to you? Obviously, the answer is "yes". It can happen to anyone. But you can reduce the possibility of ending up in the wrong job if you are prepared to do the following: (1) get to know yourself; (2) take active steps to locate job vacancies; (3) thoroughly explore all of your job prospects; and (4) use good decision-making skills in selecting the jobs for which you will apply.

As a result of analyzing your background and exploring your feelings about work, you should know what you have to give to a job and what you expect in return for working. By following the job search methods outlined in the second chapter, you should have been able to find a number of employment prospects. By exploring each of the job openings you found, you should have obtained information on what each requires for successful entry and performance, and the returns they are likely to offer.

Your next task, then, is to select those jobs for which you will make formal application. Ideally, these should be jobs in which your personal qualifications closely match the job requirements. They

also should be ones in which the returns you expect from working closely match the benefits provided. To help you make wise selections, let us briefly review the five steps involved in making a good decision. You may not realize it yet, but you already have completed some of the most difficult ones.

THE DECISION-MAKING PROCESS

Step 1: Clarify the Decision Situation

Your first step in decision-making is to recognize and define the decision you have to make. In the case of preparing to apply for jobs, you must decide which of the available jobs will result in the most satisfactory employment from your point of view and the employer's.

Step 2: Set Conditions

If you want to make decisions that usually result in outcomes you desire, you must know very clearly what you want ahead of time. Therefore, Step 2 of decision-making focuses on the establishment of any objectives you might have, as well as any constraints that you would have to place on your final selection. These are called "conditions". In the context of job choice, the conditions you set will be determined by (1) what you have to offer; and (2) the expectations you have of work.

For many people, this step causes difficulty. They do not know what they want. In your case, however, you have done some self-exploration and already should have come to some conclusion about the kind of job you want to find. For example, you might want a job in which you work mainly with people, or with ideas, or with objects. You might want a job in which you work regular hours, make a large enough salary to support a family of four, and have opportunities for travel. You certainly should want a job which you can perform well because of the knowledge and skills you possess. You also should want one that will interest and challenge you.

Step 3: Identify and Explore Alternatives

When you know the kind of job you want to find, your next task is to search out prospective employers. Your objective should be to discover as many openings as possible. Therefore, it is important to

use more than one job search method.

At this stage, you also must gather information on what each of the available jobs requires, as well as the benefits and satisfactions you might reasonably expect from each of them. As you already should be aware, the quality of the information you collect during this investigation will have a great influence on your final selection.

Step 4: Evaluate Alternatives and Decide

Let us assume that you have located a number of job openings and have been able to obtain the required information on each one. Now you must begin to narrow the range of employment possibilities as you move toward selecting the jobs for which you will make application. To do this, use the following procedure:

1. Outline the basic requirements of each position you have located.
2. Show how your education fits these requirements.
3. Show how your experience fits these requirements.
4. Show how your personal qualifications fit these requirements.
5. Outline the benefits you would receive from doing this job.
6. Assess whether these benefits closely match the returns you expect from working.
7. Apply any other conditions you have set to each of your job prospects.

By comparing the qualities and qualifications you possess with the requirements of the job in question, you should be able to identify a number of good employment prospects. As a word of caution though, you must use a common sense approach in making these selections. You should not eliminate a job prospect just because your background does not fit perfectly with the requirements. You also should not dismiss a job prospect if your expectations do not perfectly match the benefits provided. Nothing is perfect, and in any job that you take, you will have to make some compromises.

Step 5: Plan to Implement the Decision

Your final task, then, becomes one of making plans to apply for the jobs you have selected. In this situation, it is very important that you do not delay in submitting your application. While you are wasting time, a more organized job-seeker may occupy a vacancy you could have had. It also is important that you make contact with

employers in a proper manner. This is the subject of the following chapters.

SUMMARY

There are a number of reasons why people end up in the wrong jobs. Some do not know what they have to offer to a job and what their hopes from work are. Some do not conduct a thorough job search before accepting an offer. Others fail to investigate the job and the employer's reputation before starting work. Still others do not use good decision-making skills.

When you know yourself and have sufficient information on the available opportunities, you should be ready to select those jobs for which you will make formal application. To do this, you first outline the basic requirements of the position in which you are interested and the benefits that the job provides. Then, you check to see how your education, experience, personal qualifications, and expectations measure up. If what you have to offer fits with the needs of the employer, you proceed to the final step— making contact. This is discussed in the next chapters.

CHAPTER FIVE



THE RESUME AND ACCOMPANYING LETTER

When you have located some good prospects, your next step in the job search campaign is to draw yourself to the attention of employers. You probably will begin by writing a letter of application, either in response to an advertisement or as a means of finding out whether a job opening exists. The answer to an advertisement and the inquiry letter are alike in all important details. The only difference between them is that in one you are writing about a specific position; in the other you are writing on the premise that an opening can be found for you.

Both are very important letters. Their purpose is to influence a prospective employer to single you out from other job applicants and call you in for an interview. This is more likely to happen if your application is brief, courteous, and attention-getting.

There are two popular ways of organizing written applications for a job. One is to prepare a detailed resume which is accompanied by a tie-in note or cover letter. The other way is to write an application letter which is complete in itself. In this chapter, we will examine the two-part application.

THE RESUME

A resume is a concise summary of all the information about you that will interest an employer — education, work experience, personal details, and references. Although a prospective employer will read your letter before your resume, you will want to write them the other way round since the letter just highlights a couple of the many facts included in a well-organized resume.

There is a fairly standard outline form for detailing information about yourself, and employers expect you to submit it in a recognizable way. The following sections discuss the possible content and manner of presentation for a resume. Before you start reading, however, examine the sample resumes presented on the following pages. Both applicants received many favorable comments from employers on the content and format they used.

Heading

Resumes usually are headed with your name, address and telephone number. This information may either be centered at the top of the page or placed in the top left-hand corner.

PERSONAL RESUME

of

STEPHANIE JOAN LAMBERT

2206 - 6th Avenue East
Maple Leaf, Saskatchewan
S9V 2E7

Telephone: (306) 858-4579

PERSONAL RESUME
of
DALLAS M. SWEENEY

(SAMPLE CHRONOLOGICAL
RESUME)

1825 Butte Street
Rossland, British Columbia VOG 1Y0
Telephone: (604) 362-7710

JOB OBJECTIVE: Grader operator for a mining company

EDUCATION AND TRAINING

November 1974 - March 1975	Completed pre-employment course in Open Pit Mining at B.C. Mining School, Rossland, B.C. Courses taken: Safety Timekeeping Equipment Machines used: Grader Lima Shovel J.D. Loader	Excavating and Haulage Road Building Use of Explosives Hough Loader Lot 769 Truck Bucyrus Erie Shovel
June 1974 - October 1974	Completed Level III (Grade 10) of Basic Training for Skill Development at Selkirk College, Vocational Division, Nelson, B.C.	

WORK EXPERIENCE

August 1973 - July 1974	Truck Driver, Kalesnikoff Lumber Co., Thrums, B.C. Duties: Delivering lumber to customers; routine maintenance and lubrication to truck. Supervisor: M.L. Verigin
May 1972 - June 1974	Labourer, Kaiser Resources Ltd., Sparwood, B.C. Duties: Shovelling ore and rock into trucks; cleaning refuse from mines and railroad cars. Supervisor: T.L. Hardwick
Summers 1969 - 1971	Labourer, Harrison's Farm, Grand Forks, B.C. Duties: Operating farm machinery to plant and cultivate crops; servicing and repairing farm machinery. Supervisor: H.H. Harrison

PERSONAL DATA

Age - 23	Health - Excellent
Height - 5'10"	Marital Status - Single
Weight - 175 lbs.	Interests - rock collecting, hunting, fishing

REFERENCES

Mr. M.L. Verigin Foreman Kalesnikoff Lumber Co. Thrums, B.C. Tel: (604) 763-2416	Mr. T.L. Hardwick Mining Supervisor Kaiser Resources Ltd. Sparwood, B.C. Tel: (604) 844-7711	Mr. H.H. Harrison Manager Harrison's Farm Grand Forks, B.C. Tel: (604) 362-9610
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Figure 2: Sample Chronological Resume

PERSONAL RESUME
of
KAREN ANN WALKER
19 Queen Street
Bridgewater, Nova Scotia

(SAMPLE FUNCTIONAL RESUME)

Telephone: (902) 543-2312

JOB OBJECTIVE: Fashion editor for a weekly newspaper

WORK BACKGROUND

- | | |
|----------------------|---|
| Fashion Experience | 1. As chairperson of semi-annual garden club fashion show, wrote and delivered the commentary and organized all production details. Result: Attendance rose by 150 per cent and proceeds increased from an average of \$300 to over \$1,000 per show. |
| | 2. Have designed and made evening gowns for many friends. |
| Publicity Experience | 1. Handled all publicity for garden club fashion shows, writing and placing newspaper releases, radio spots. |
| | 2. Publicity chairperson of "Old Home Week" for two years. |
| | 3. My entry in the "Promote the Use of Litter Bags" contest sponsored by ESSO was awarded first prize. |
| Writing Experience | 1. Wrote social column for Lunenburg Enterprise for five years. |
| | 2. Sold article on "Making Your Own Accessories" to <u>Woman's Day</u> . |

EDUCATIONAL BACKGROUND

Completed evening report-writing course at Bridgewater High School, 1974.
Completed evening typing course at Bridgewater Vocational School, 1973.
Completed Grade 11 at Centre Consolidated School, 1959.

PERSONAL BACKGROUND

Age: 34	Activities: President, P.T.A.
Marital Status: Married, 1 child	Member, Status of Women
Health: Excellent	Secretary, Curling Club
	Hobbies: Sewing, writing short stories

REFERENCES

- Ms. J. Fralick, Manager, Mais Oui Ltd., 43 King Street, Bridgewater, Nova Scotia. Telephone: (902) 543-2145.
- Mr. K. Knickle, Editor, Lunenburg Enterprise, 56 Front Street, Lunenburg, Nova Scotia. Telephone: (902) 684-3224.
- Mr. M. Manion, Lawyer, Cook and Sons, 789 Queen Street, Bridgewater, Nova Scotia. Telephone: (902) 543-9001.

Figure 3: Sample Functional Resume

Job Objective

Your job objective, which follows your personal identification, is one entry that every employer is interested in. Be as specific as you can, listing your immediate goal and not some vague future dream. If your ultimate goal is related to the job you are applying for, however, you can add it immediately underneath.

JOB Salesclerk
OBJECTIVE: with the aim of an eventual role in retail buying.

Education and Training

The first major section following your job objective should state the **most important qualifications you can offer for the job you are applying for**. If it's work experience, that section should come next. If it's your educational background that is more important, place it first.

In either case, you must tailor your qualifications to fit the job requirements. Now, this does not mean that you are to falsify the information you provide in any way. It simply means that you are to pick out those qualifications that have the most direct relationship to the job for which you are applying. For example, suppose you decide to make application for a position as a keypunch operator. The person who reads your resume will not be interested in finding out that you have taken courses in basketweaving, astronomy, and biology. S/he also will not be very interested in learning that you have worked as a short-order cook and a truck driver. But this person will be interested in reading about your experience qualifications as a typist, cashier and filing clerk, or your educational background in mathematics and speed reading.

The most common way to describe your education is to list any colleges, vocational schools or high schools you have attended with the dates of attendance and any diplomas or certificates you obtained. You always place your most recent educational experience at the top of the list and work back from there.

If your education is a qualification you wish to stress, you may want to include your major field of study and the names of any significant

courses which you completed. You also may want to list any honours or awards you received.

A prospective employer is looking for evidence of leadership potential, social poise, and interest in a broad enough range of activities to make you an interesting person. Therefore, you could list any offices that you held and name the extra-curricular activities in which you took part. The summary of your educational background might look like the examples below.

EXAMPLE 1

Education

Completed evening course in basic electronics at B.C. Vocational School, Burnaby, B.C., 1974.
Completed evening courses in Mathematics and Physics 12 at Stanley Humphries Senior Secondary School, Castlegar, B.C., 1972.
Completed Grade 11 at Stanley Humphries Senior Secondary School, Castlegar, B.C., 1965.

EXAMPLE 2

EDUCATION

1970 - 1973 Grade 12 (Academic Program)
J. Lloyd Crowe Senior Secondary School, Trail, B.C.

Business Courses (taken as electives):

Typing	Filing
Bookkeeping	Business English

Achievements:

President, Students' Council (1 year)
Captain, Basketball Team (1 year)
Exhibits Chairperson, Career Day (2 years)
Member, Volleyball Team (3 years)

EXAMPLE 3

EDUCATION AND TRAINING

B.C. Vocational School, Burnaby, B.C., April - September, 1974.
Completed a pre-apprentice course for Millwrights.

Courses taken:

Blueprint reading and sketching	Benchwork
Oxy-acetylene and arc welding	Machine tools
Ladders and scaffolding	Lubrication techniques
Hand and power tools	Applied metallurgy
Applied mathematics	Safety

Carson Graham Secondary School, North Vancouver, B.C., 1969-1972.
Completed Grade 10.

Work Experience

There are two acceptable ways of presenting your work background. The most common is to list your jobs in **chronological** order, with the present or most recent one heading the list. With such an arrangement, the prospective employer can readily detect your progress or promotions. If you use this format, you should at least show the following:

1. Type of work performed
2. Name and location of company
3. Time worked
4. Reason for leaving
5. Whether job was part-time

In addition, you will strengthen your presentation if you include the following:

1. Duties (emphasize your responsibilities)
2. Name of immediate superior (if the person is still there and might be a good reference)
3. Your title (laborer, bookkeeper, driller's helper).

If, on the other hand, your experience is scattered, you have done a lot of volunteer activities, or your employment history is spotty, a **functional** resume can turn unrelated activities into a coherent business background. When you use this format, your experience is listed under descriptive categories and in this way, a wide variety of activities — paid, volunteer, freeland — interspersed with inactive periods, can be presented to your best advantage.

EXAMPLE 1 (A CHRONOLOGICAL PRESENTATION)

WORK EXPERIENCE

May 1972 - Carpet Layer
present Home Goods Limited, Trail, B.C.

Duties: Examining floors to ensure they are clean, smooth and level; cutting floor covering and securing it; repairing damaged floor coverings; sanding and polishing floors.

Supervisor: Richard J. Sordi

April 1970 - Labourer
April 1971 Capital Construction Limited, Montrose, B.C.

Duties: Sweeping pavement base preparatory to laying asphalt; clearing brush at work-site; assisting other construction workers.

Supervisor: John Aslin

Reason for Leaving: To return to school.

EXAMPLE 2 (A FUNCTIONAL PRESENTATION)

WORK BACKGROUND

Meeting and Dealing with People	<p>When I worked as a salesclerk, I was recognized by the Manager for my ability to handle difficult customers. As a switchboard operator, I gained a reputation for my tact. As a homemaker for the past 12 years, I have had to use tact and discretion in a variety of difficult situations.</p> <p>Through my involvement in the community Meals-on-Wheels Program over the past 5 years, I have had to meet and work with many people. I was particularly praised for my patience with the sick.</p>
Learning Ability	<p>At home I have learned to operate and maintain a variety of household equipment. I have learned to make temporary repairs to small appliance wiring. An eager learner, I have become an excellent cook and have been praised for the originality of my menus.</p> <p>In order to attend night classes and take part in community work, I learned to drive in just 4 lessons (I hold a valid driver's licence). I took up ceramics and quickly learned molding techniques, the application of colour and glaze, and the operation of the kiln. In sewing, I was complimented for my progress and application of methods.</p>
Handling Money	<p>An important aspect of being a good homemaker is making the most of family income. To do this, I plan all purchases of food, clothing and household items, compare price and quality, then make purchases using cash, cheques or credit cards. In the home, I share the responsibility with my husband for paying bills and budgeting the income.</p> <p>As convenor for the hobby club, I am required to collect and count cash at each meeting, make bank deposits, and report the balance to club members.</p> <p>I had to handle cash, cheques and credit purchases, and was especially responsible for the cash float when I worked as a salesclerk.</p>

Personal Details

Personal data could include your sex, age, date and place of birth, race, religion, marital status (including number of children), health, height, weight, interests and hobbies. Including entries such as sex, race, and religion are a matter of personal preference, however, since employers are forbidden by law to discriminate against you on these bases. Shown below is an acceptable arrangement of personal information.

PERSONAL INFORMATION

Age: 30

Date & Place of Birth: Ottawa, Ontario on June 10, 1945

Marital Status: Divorced

No. of Dependents: 2 children, aged 8 and 10

Height: 5'4"

Weight: 120 lbs.

Health: Excellent

Hobbies & Interests: Sewing, painting, attending plays and movies

References

Applicants for a job usually are requested to give the names of at least three persons who can be asked for references. The most appropriate persons include present or former employers, teachers, and other professional persons. Also acceptable is a character reference whose name or occupation is respected.

If you include references on your resume, give each individual's name, title, organization (if any), address and telephone number. Should you choose to provide the prospective employer with references at the time of the interview, make the following notation on your resume: REFERENCES: Will be supplied upon request. In either case, ask permission before naming any person as a reference. A sample entry on a resume is shown below.

REFERENCES

Ms. Hilda J. Johnson, Supervisor, Data Processors Limited, Vancouver, B.C., Telephone: (604)763-6234.

Mr. Thomas G. Green, Teacher, Carson Graham Secondary School, North Vancouver, B.C., Telephone: (604)366-2011.

Rev. Frank L. Giles, Pastor, St. Andrew's United Church, Horseshoe Bay, B.C., Telephone: (604)684-2456.

Other Relevant Facts

If there are other important facts that you should include in your resume, but they don't fit comfortably in one of the sections described above, put them in a separate section. Given below are suggested entries that might strengthen your presentation.

1. Expenses earned while attending school.
 - a) Completed my welding course while working full-time.
 - b) Earned all of my school expenses by working summers since 1972.

2. Hobbies, skills and activities related to:
 - a) Physical fitness - swimming, skating, climbing
 - b) Requested work:
 - 1) Editor of school paper.
 - 2) Ability to write and/or speak foreign languages.
 - c) Creativity — photography, needlepoint
 - d) Mental activity — playing chess, reading
 - e) Fine arts — music, painting, drama
 - f) Skills — typing speed, use of equipment and machines, analyzing data, counselling others
3. Willingness to relocate in another area.
4. Preferred location.
5. Recognition, achievements, awards and scholarships.
6. Indication of integrity:
 - a) I have taught Sunday School at Eaton Memorial Church
 - b) Bonded.
7. Volunteer work or service to community.
8. Travel (to indicate knowledge of customs, conditions, etc. elsewhere).

The Completed Resume

Your completed resume must be concise, well-organized, and easy to read. Very rarely should it exceed one page in length. After all, you are summarizing your most important qualifications for a particular job, not telling the story of your life.

Appearance, too, is a very important part of your over-all presentation. You must be careful not to overcrowd or spread out the information on the page. You also should have your resume carefully typed on 8-1/2" x 11" good quality white bond paper. One which is handwritten or full of poorly made corrections probably will not even be read.

THE COVER LETTER

As we said earlier, an employer who receives a job application from you will read your cover letter before looking at your resume. Therefore, your letter must interest the reader to the point where s/he wants to know more about you.

The following sections describe how to develop a letter to accomplish this purpose. The basic pattern is to begin with an opening paragraph which will stimulate employer interest and

follow it with a convincing summary of your qualifications. In the closing paragraph, you request the employer to act on your application by inviting you to come for an interview.

An Interesting-to-the-Employer Opening

The first paragraph should be short, frequently as short as one or two sentences. It should state that you are making application for a job, and the particular job or job area you are applying for should be identified.

If the employer has advertised the job, you may capture attention by mentioning the source of your information about the vacancy, and your understanding of the job requirements. Some sample openings are given below.

- 1) Your advertisement in Thursday's Gazette indicates that you want a dedicated person for your parts department. You will find that I fit this requirement and that I really enjoy doing inventories. My abilities and interests in stock control are borne out by the following:
- 2) Mr. Laurie Lyons, a Canada Manpower counsellor, has informed me that Central Food Market is looking for a produce manager with experience in wholesale buying. I would like to be considered for this opening in your store.

If you are writing an application for a job that has not been advertised, you often can get attention and interest (1) by summarizing your qualifications for the kind of job you would like to have with the company; (2) by referring to the company's reputation, policies, or progress; or (3) by suggesting your attitude toward the kind of work the company engages in. The following opening paragraphs were written by persons who did not know whether a vacancy existed:

- 1) Do you need a forestry technician with a broad background of training and experience in timber-cruising, log-scaling, forest protection, and silviculture? If you do, I should like to be considered for that position.
- 2) The recent expansion of Kaiser Resources Limited, as reported in The Western Miner, suggests a possible opening for an open-pit miner. Will you please consider my qualifications for the job if you do need such persons?
- 3) Swimming pool operation and maintenance have interested me a great deal in recent years. At the same time, I have been working part time selling specialty gifts while finishing high school. I would like to combine my interests by working for Pools Unlimited as a salesperson and pool maintenance supervisor.

A Convincing Summary of Your Qualifications

Because the resume gives complete information on your background, all your cover letter is designed to do is to interest the employer by emphasizing your best qualifications. Therefore, the next paragraph(s) should expand on your opening statements by mentioning your education and training, experience or other relevant facts, and by making reference to the resume information. To be convincing, however, this presentation must be **related to the job to be done** and **backed by evidence**. Study of the following examples may help you to adapt your qualifications to individual job requirements.

- 1) After hoeing strawberries for 70 hours a week while in high school, I am not afraid of the long hours of work that occur during rush periods. Hard work does not bother me either, since I enjoyed two busy summers assisting my uncle on construction jobs. My duties in these two jobs are outlined in the enclosed resume.
- 2) As the enclosed data sheet shows, I found it necessary to work while completing my practical nurses' training. In fulfilling the roles of student, mother, and provider at the same time, I learned to budget my time, which also is a requirement of running a busy medical centre.
- 3) You will notice from the attached resume that I am presently employed as a bookkeeper at Tree Forest Products in Yale. My five years of work for this company have made me aware of many of the merchandizing and accounting problems that I am certain are shared by a log brokerage firm.

A Request-for-Action Closing

Since the purpose of your letter is to get an interview, make it as easy as possible for the employer to reach you to arrange one. As the examples indicate, the last paragraph should wind up your letter with the following details: (1) a courteous request for an interview; (2) the time you will be available, and (3) where you can be contacted.

- 1) May I have an interview to discuss my qualifications with you in greater detail? I can come to your office whenever you suggest. My telephone number is 763-3135.
- 2) My class schedule allows me to come to your plant any afternoon except Monday. May I have an interview to answer any questions about myself that you might have? You can reach me by telephoning 684-3135 before 10 a.m. or after 4 p.m.
- 3) Early in May my husband and I will be moving to Winnipeg where he will take up his new post with the telephone company. Will you please notify me of a time after May 5 when I may come in to discuss my qualifications with you?

Letters written to accompany the resumes shown in the previous section are given below. Note the way in which both of them attract the reader's attention, highlight the qualifications listed on their resumes, and request action on their applications.

1825 Butte Street
Rossland, British Columbia
VOG 1Y0
September 15, 19--

Mr. J.C. Tremblay
Personnel Manager
Utah Mines Limited
1027 West Broadway
Vancouver, British Columbia

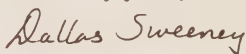
Dear Mr. Tremblay:

Mr. Bill Sloan, Manager of Island Copper Mines, has informed me that your company is looking for grader operators with mining experience to work in Port Hardy, British Columbia. I should like to be considered for one of these openings.

My mining background includes two years of work for Kaiser Resources Limited at their Sparwood location. In addition, I recently have completed the Open Pit Mining Course at the B.C. Mining School. As my enclosed resume indicates, part of this course included instruction and practice in using graders.

May I have an interview to discuss my qualifications with you? By telephoning (604) 362-7710, you may reach me at any time.

Sincerely yours,



Dallas Sweeney

Enclosure

Figure 4: Sample Letter of Application Accompanying Resume

19 Queen Street
Bridgewater, Nova Scotia
May 1, 19--

Mr. M.N. Lohnes
Managing Editor
The Bridgewater Bulletin
844 King Street
Bridgewater, Nova Scotia

Dear Mr. Lohnes:

Do you need a fashion editor with twelve years of experience in the fashion field? If you do, I should like to be considered for that position.

My qualifications, which are detailed in the enclosed resume, include retailing experience, newspaper writing, and planning fashion shows. In this latter capacity, I was responsible for writing and delivering the commentaries, as well as handling publicity and production details.

After you have had time to review my background, will you please call me at 543-2312, or write me about the possibility of beginning a career with The Bridgewater Bulletin? I would appreciate the opportunity to discuss my qualifications with you.

Yours sincerely,

Karen A. Walker

Karen A. Walker

Enclosure

Figure 5: Sample Letter of Application Accompanying Resume

SUMMARY

Of the many persons applying for a position, an employer usually will call in for interviews the few who write outstanding applications. Therefore, written communications are very important to the successful job-seeker.

Today, it is a popular practice to outline your qualifications for a job in a resume and accompany it with a covering letter. The resume includes your name, address, telephone number, job objective, and other important personal details. On it you also outline the education and experience qualifications you have for the job for which you are applying, and the names of persons who have given you permission to use their names as references.

The covering letter must motivate the employer to look at your resume. Therefore, it should begin with some statements that will capture and hold the reader's interest. It should provide a convincing summary of your qualifications. Finally, it should conclude with a request for an interview.

CHAPTER SIX



LETTERS OF APPLICATION

There may be times, such as when you are applying for a part-time job or when an advertisement gives specific instructions for making application, that you will want to prepare an application letter that is complete in itself. Such a letter will follow the same general organizational pattern as the covering letter accompanying a resume.

If you examine the two examples given on the following pages, you will see that both letters include (1) an interesting-to-the-employer opening, (2) a summary of the applicant's qualifications, and (3) a request-for-action closing. Let us briefly review some of the ways in which these parts might be developed.

AN INTERESTING-TO-THE-EMPLOYER OPENING

The opening paragraph in a complete letter of application is developed on the same principle as the letter accompanying a resume. It must capture and hold the reader's interest. But it also should be short. The employer is a busy person and you should get to the point of your letter immediately.

State that you are applying for a position, the title of the job you want, and where you found out about it. If you wish, you also may summarize your understanding of the job requirements, or your major qualifications for the position. Ways of starting an application letter were discussed in the last chapter. Perhaps you should again review the examples given there. They may give you some ideas for beginning your own letter.

1309 Council Way
Calgary, Alberta
May 16, 19--

Mrs. H. James, President
Prairie Real Estate
1870 - 18th Avenue N.W.
Calgary, Alberta

Dear Mrs. James:

Successful completion of three summers of general office work for three different employers qualifies me, I believe, to fill the position you listed in yesterday's Herald.

At Bitco Sales and Service in Edmonton, I spent one summer doing both general typing and some selling. I can't think of anything more helpful than waiting on customers to learn patience and tact in human relations.

The summer that I worked in the Lethbridge office of Brena Contracting Ltd., I gained additional experience in working with people. My duties included handling perplexing situations over the telephone, writing routine business letters, keeping records, and filing.

My most recent summer job was filling in for vacationing employees at J.C. Balfour Limited in Calgary. I learned to adjust to different jobs, to get directions accurately the first time, and to handle a variety of tasks required of general clerical workers.

Just two weeks ago, I completed an eight-month commercial course at the Alberta Vocational Centre -- a course that was both practical and thorough. My typing speed is now 60 words a minute, and I can speed-write at 100 words a minute. These skills I learned to apply in office situations during my transcription and office practice classes.

If my application has convinced you of my ability to do a good job in your office this summer, I should welcome an opportunity to discuss my background in greater detail, and to supply references. My telephone number is 453-2114.

Sincerely yours,

Brant J. Pasutti

Brant J. Pasutti

Figure 6: Sample Letter of Application

1232 - 16th Avenue S.W.
Calgary, Alberta
May 16, 19--

Mrs. H. James, President
Prairie Real Estate
1870 - 18th Avenue N.W.
Calgary, Alberta

Dear Mrs. James:

May I have an opportunity to prove that I can be the capable office worker for whom you advertised in The Calgary Herald yesterday? Here is a summary of my qualifications for the job.

EDUCATION In June, 1974, I graduated from the academic program at Bowness Senior High School. For the past year, I have been enrolled in the business administration course at Mount Royal College, and plan to return in the fall to finish it. I also have completed courses in typing and office procedures through S.A.I.T.'s evening program.

EXPERIENCE During summers 1973 and 1974, I was employed as a typist at T.R. Hoy Sales Ltd. In this position, I became adept in the use of the electric typewriter and duplicating equipment.

From June 30 - August 31, 1972, I worked as a receptionist for Dr. Joe Beaman. Besides greeting patients and arranging appointments, I typed routine letters, made out receipts, and filed records.

PERSONAL DATA I am 21 years old, in good health, and unmarried. My interests include dressmaking and skiing. On Saturdays, I often do volunteer work at Foothills Hospital.

My supervisor at T.R. Hoy Sales Ltd., Ms. Jean Cranston, will be pleased to answer any questions you may have about my work for her. I also shall be happy to supply other references upon request.

May I have an interview to discuss my qualifications with you in greater detail? You can reach me by telephoning 453-2160 after 4 p.m.

Sincerely yours,

Dawn Meredith

Dawn Meredith

Figure 7: Sample Letter of Application

A CONVINCING SUMMARY OF YOUR QUALIFICATIONS

Once you have gained the reader's interest, you then proceed to present your basic qualifications. Because of the short space you have, you should select from the list assembled in your self-analysis those that directly meet the job requirements, and that focus most closely on the employer's needs.

As a rule, you will devote the middle paragraphs of your letter to presenting the following qualifications:

1. Education and training
2. Work experience
3. Personal details
4. Interest in field, company or geographic area
5. Extra-curricular activities
6. References
7. Ability to work with others, interest in people, recognition by your classmates and fellow workers, and/or leadership qualities.

A REQUEST-FOR-ACTION CLOSING

Like the closing paragraph in a covering letter, your final paragraph in a complete application letter should (1) suggest action for an interview, and (2) make that action as easy as possible. Even if you're sending your job application hundreds of miles away, you might still ask for an interview if you think the company has a local representative who might screen you in person. On the other hand, if you know that it will be impossible for you to come to an interview at your own expense, offer to send the employer additional information upon request. Perhaps this person will read between the lines and realize that you can come for an interview if s/he pays your way!

PUTTING IT ALL TOGETHER

The applications you have studied in this and the last chapter are illustrations of how some individuals presented their cases. They are not "models". So personal is an application that it must be the individual effort of each writer. When you write your letter, therefore, you should follow the organizational pattern presented here but avoid using other people's wording for your sentences and paragraphs. In addition, to have your message stand apart from other applications for a job, you should try to accomplish the following purposes:

1. *Show that you know how to write a superior business letter.*

Use good quality of plain white 8-1 2" x 11" stationery; balanced placement and arrangement on the page; appropriate heading, inside address, salutation and closing lines; correct, clear and easy-to-understand words and sentences; and accurate grammar, spelling, and punctuation. Finally, type your application. If you are asked to apply in your own hand-writing, do so — but also send along a typewritten copy.

2. *Show that you understand the requirements of the job for which you are applying.*

If you are answering an advertisement, read it carefully to determine exactly the qualifications wanted. If you are not replying to an advertisement or should details not be given, your general understanding of the requirements can come from what you have learned in school or other jobs, and from friends, employers and others who have done similar jobs.

3. *Show that you have the qualifications needed to fill the job.*

The employer is looking for someone who can do the work that needs to be done and who will do it well. Therefore, you must state clearly, factually, and specifically just how your background, personality, training and experience fit you to do the job well. If you are answering an advertisement, be sure to give all the information requested and show that you have every requirement that is listed.

In presenting your qualifications, don't sprinkle the letter too liberally with the pronoun, "I". Keep in mind the employer's viewpoint and interests. While you can't avoid it entirely when writing about yourself, a little attention to the phrasing will show ways of keeping the use of "I" down to a reasonable number.

SUMMARY

Sometimes you will want to write an application letter that is complete in itself. Such letters follow the same general organizational pattern as letters written to accompany resumes. They include (1) an interesting-to-the-employer opening; (2) a convincing summary of your qualifications; and (3) a request-for-action closing. Because of the limited space you have, it is particularly important that you present those qualifications which are most directly related to the job for which you are applying. It also is important for your application to have a pleasing physical appearance.

CHAPTER SEVEN



APPLICATION FORMS AND SPECIAL TESTS

In the last two chapters, we have discussed written applications for employment. The purpose of these applications, as you will recall, has been to obtain an interview with the prospective employer.

Some companies require more than a letter of application and resume from you. They might ask you to complete a company application form either before or during the job interview. They also might ask you to take some special tests. To help you prepare yourself for these situations, this chapter first describes what application forms are like and presents suggestions for successfully filling them out. Then, tests are examined in some detail. Here, too, suggestions are included to aid you in completing them.

EMPLOYMENT APPLICATION FORMS

Like the resume, an employment application form is a collection of facts — facts which an employer wants to know about you before considering you for a job. Some application forms, such as those for government positions, require a lot of detailed information about your personal and family background, your educational achievements, your work history, your military record, your criminal record if you have one, and your references. Other application forms require less information than you would have put in a well-prepared resume.

Employers use application forms for a number of purposes. The most obvious one is to eliminate the necessity of having to ask you such basic questions as your name, address, and telephone number during a job interview. They also provide a record of you which can be kept in the files for future reference should job openings in your area occur later.

Most important, however, employment application forms provide a lot of information about you as a worker. From the form you submit, an employer can determine, with some degree of accuracy, your work habits, how well you follow instructions, your ability to function on a job, your personal ambitions, and your performance potential. Therefore, what you say on an application, how you say it, and how you put it down is very important.

Preparation for Completing An Application Form

When you prepared your resume, you had to spend considerable time getting facts together before you finally wrote it. The same kind of energy must go into preparing to complete an application form.

If you are fortunate, you will be given your application to complete at home. However, you usually must fill it in when you go to the employer's office. In this situation, you are often timed. Should it take you a long time to complete the form, you can be certain that it will jeopardize your chances of getting that job, regardless of what your other qualities may be. In addition, the more time you have to spend in completing application forms, the less time you will have to devote to other job prospects.

In order to prepare yourself for completing application forms, you must determine what information you need to know about yourself. If you already have put a good deal of effort into preparing a resume, you probably have most of the facts you need. You will have listed personal details. You will have described your educational background. You will have outlined your work history and listed references whom the employer might contact. If you have not prepared a resume, you should make note of the following information before you attempt the task of filling out application forms:

Education. List all the schools you have attended, showing their address, the dates you were in attendance, the courses you studied, and any diplomas or certificates you received. Include grade school, vocational school, night school, special training, college, university, correspondence study, seminars, and workshops.

Employment Record. For each job you have held, beginning with the most recent one, compile this information: job title; duties performed; dates of employment; name, address and telephone number of the employer; name of immediate supervisor; salary range from start to finish; and your reason for leaving the job.

Military Experience. For most application forms, you will need to know the date you entered into military service, your rank, the duties you performed, your date of discharge, and the type of discharge you received.

Personal Information. In some jobs, particularly those with government, it is necessary to obtain a lot of information on you and your family for security purposes. Probably you would have

little difficulty in providing details about yourself, but such information as your parents' dates and places of birth, citizenship, or dates and places of naturalization if they were not native-born, could confound you if you are not prepared.

References. Compile a reference list with at least four names. List these by name, address, telephone number, occupation, and length of time known. Be certain to contact the persons whom you intend to use as references and obtain their permission.

Difficult Questions. Some application forms contain questions that are designed to find out whether you possess certain qualities such as mental alertness, originality, determination, self-awareness, or the ability to organize your thoughts. These are known as key questions and often they are the only ones that an employer looks at closely before deciding whether to eliminate you from further consideration. Here are some examples of the kinds of questions asked:

1. What salary do you expect to receive?
2. Why do you want this job?
3. Why do you want to work for this company?
4. Describe yourself.
5. What are your strengths and weaknesses?
6. What knowledge, skills and abilities do you have that would enable you to do this job?
7. Why did you leave your last job?

As you will realize, some of these questions would be very difficult to answer well without some thinking and preparation. It would be very important for you to have information about the company and the requirements of the job. It also would be very important for you to have a good understanding of yourself — what you are like and what you can offer to an employer. If you have followed the suggestions given in previous chapters, questions such as these should not be too difficult for you to tackle. You will be even further ahead of other job-seekers, however, if you organize the answers you would give to these questions before you begin completing application forms.

Tools. When you are job-seeking, the opportunity to fill out an employment application form could present itself at any time. Therefore, you should always have a copy of your resume or your notebook of information with you. In addition, you should be equipped with pens, pencils and an eraser. Many employers do not provide these necessities and to have your own is an indication

that you are a well-organized person:

Procedure for Completing A Form

Once you have assembled all necessary information you should proceed in an orderly manner to complete the application form. If the format of the form calls for you to give personal information first, do so. By skipping around on completing the form, you may miss some important details. You also should pay particular attention to the following:

Instructions. Carefully follow any instructions for completing the form. On some you are required to print the information, while on other forms you are permitted to write it in. Some forms contain special spaces for office use only, while others require you to complete only certain sections depending upon the job for which you are applying. Whatever the situation might be, do as you are asked. If you don't, the prospective employer might think that you are careless, inattentive, or either unable or unwilling to do what you are told to do.

Neatness. Persons who have had some experience in processing application forms can tell many stories about the condition in which they often are received. Not only do they contain smudges, erasures and crossouts, but some also have been soiled by coffee, food, gum, blood, and even doodlings.

To impress a prospective employer, make certain that you keep your application form clean and unwrinkled by rough handling. Also be sure that your writing or printing is legible. Use a pen or a typewriter, not a pencil, for this task.

Completeness. Answer all the questions. If a particular question does not apply to you, put "N A" or "Not Applicable" in the space provided.

Accuracy. You must be completely honest in filling out an application form. Everything you write down or do not write down can be checked. For example, most application forms ask why you left previous jobs. If you ignore this question because you have been fired, or put down a false reason, you could be caught in your attempts to be deceptive. This would only serve to compound past mistakes.

Be Specific. On many application forms you will be asked to specify the job or job area for which you are making application. Even when you are not certain that there is a vacancy, be sure to indicate

very clearly what you are looking for. Never say, "I'll take anything"; the use of such words almost guarantees that your application will be ignored.

Tailor Your Application. Fortunately, there is not sufficient space on most application forms to write the full-blown story of your life. This does mean, however, that you must attempt as much as possible to tailor your qualifications to the job for which you are applying. Pick out only those qualifications in your experience that have a direct relationship to the job requirements. Stress these qualities on your application, and do the same for your education.

When you have completed the application form, carefully check it line-by-line. Make certain that you have filled in all the blank spaces with correct information. Also check your spelling and grammar. Remember, you are making a request for a job. If you are too hasty and fail to pay attention to all details on the application form, you may miss out on a good employment opportunity.

EMPLOYMENT TESTS

All over Canada, aptitude and psychological tests are becoming accepted as a condition of obtaining employment. Although there is a difference of opinion about their value, many large firms and some smaller ones are using such tests to determine a job applicant's ability to perform certain tasks.

To be successful in your job search, you must understand what these tests are like and prepare yourself for taking them. The scores you make on them may well determine whether you or someone else will be hired to fill a job vacancy.

What Employment Tests Are Like

A wide variety of tests are used in pre-employment testing. Many are commercially published standardized tests which, unfortunately, may be used to measure anything the employer wants to measure. Others are directly related to the job for which you are applying. Some of the tests used are easy to prepare for; others are not. Some are easy to pass with high scores; on others, it is almost impossible to obtain more than a passing grade.

Following is a description of the major kinds of tests you are likely to encounter. Just understanding what they are like could put you ahead of other applicants for a job.

1. **I.Q. Tests.** Intelligence tests, with which you probably are familiar because of their wide use in schools, measure your capacity to learn. They measure your ability to do such things as calculations, use words, read, reason, remember, and interpret information.
2. **Aptitude Tests.** These tests measure your ability to function in the job environment. They show in what type of position you are likely to be happiest and do your best work.
3. **Performance or Proficiency Tests.** These tests measure your skills in a particular trade, profession or specialized area. For example, stenographers may be tested on dictation, shorthand, typing, reading ability, spelling and grammar, filing, and arithmetic.
4. **Personality Tests.** These tests measure your ability to get along with others. Personality tests provide information on your temperaments, probable behaviour, and emotional stability.

Preparing to Take Tests

Essentially, tests are competitive devices for measuring your performance in relation to the performance of others. If you believe that you are going to do poorly, your performance will suffer. Concentration will be difficult, and although you may know the material on which you are being tested, you will not be able to put it together efficiently. Self-confidence, then, is one of the keys to success in taking tests and the best way to build it is through study and preparation.

As you probably already know, there are hundreds of different tests for each of the types listed above. Take aptitude tests as an example. The **Differential Aptitude Test** covers seven abilities: verbal, abstract, numerical, space relations, mechanical, clerical and language usage. The California **Multiple Achievement Tests** use these same categories in a slightly different arrangement of nine items. In the **General Aptitude Test Battery** are measures of general reasoning ability, vocabulary, arithmetic skills, form perception, spatial perception, clerical aptitude, motor coordination, finger dexterity, and manual dexterity. A look at the different tests suggests that those who make them up cannot even agree on what should be measured, so how will you know what to prepare for?

There is no simple answer to this question, but there are some guidelines that may help you. Think about the job for which you are applying. Are there any particular abilities that are needed for successfully performing that job? For example, should you be able to reason and make judgments? Should you be able to understand the meanings of words and use them correctly in sentences and paragraphs? Should you be able to carry out arithmetic processes quickly and accurately? Should you be able to interpret graphs, charts, and tables? Should you be able to copy accurately or proofread quickly? Should you be able to move your fingers rapidly?

If you have some idea about the area in which you might be tested, it is a simple matter to brush up on your knowledge and performance skills. Any library or well-stocked bookstore will have study manuals that pertain to any of the areas you identify. In addition, they also may have books which provide sample tests for you to do.

Now, when we say that you must study for employment tests, we are not suggesting that you stay up all the night before cramming facts into your head. Rather, you must set up a schedule for your review work as far in advance of the date of testing as possible.

There is no one plan of preparation for tests which will fit all people, all subjects, or all examinations. However, try out the suggestions which follow, and use those that best fit your purposes.

1. Set up a daily schedule for reviewing the material on which you will be tested. This should be at a time when you work best, not when your energy is at a low ebb.
2. Don't schedule yourself so that you have to work too fast. If you do this, you will spend more time worrying about your progress than studying.
3. Tackle the most difficult subjects when you are freshest.
4. Be sensible about your review periods. Do not study for too long or too short a time. Ideally, you should work for not less than half an hour and no more than two hours at a stretch.

Just as there is not one schedule that would suit all persons, so there is not one method of studying that everyone can use successfully. You must choose a way of doing your review that best meets your needs. It should be one that enables you to distinguish between important and unimportant material. It should be one that enables you to pick out and understand ideas quickly. It should be one that enables you to concentrate on what you are studying. It also should be one that helps you retain and recall the material you

have learned.

If you do not have a good method for studying, you might do well to read one of the many books on developing good study habits which can be found in any library or bookstore. The methods proposed in these books usually are based on the way you learn, and are adaptable to most people's learning needs.

Taking Tests

If you have done your homework well, you have laid the groundwork for succeeding in the tests you take. Here are some additional pointers that will make your task easier.

1. *Be there — be ready.* Take to the test pencils, pens, an eraser, a ruler and a watch to aid in budgeting your time. In some situations you will be supplied with all the necessary tools, but if this hasn't been announced in advance, it is safer to go prepared with your own supplies.

When you are taking employment tests, get there in time to get comfortably seated. Do not arrive too early, as having to sit around for half an hour waiting to begin can cause you to develop the pre-exam jitters.

2. *Listen to and read instructions carefully.* Listen carefully to any oral directions. They may contain clues on how the test will be scored. They also may give the time allotted to specific parts of the test. When you are certain of the directions, begin by looking over the entire test. Note especially:
 - a. What the directions for each section tell you to do; you may want to underline key words.
 - b. Whether the directions for all sections of the test are the same or different;
 - c. Whether you have a choice of questions;
 - d. The score allotted to each question;
 - e. The types of questions, e.g., objective or essay;
 - f. Which questions you will do first. (Most people answer the questions of which they are sure first and leave the difficult ones until later.)
3. *Budget your time carefully.* Budgeting your time depends on the length of the test, easy and hard questions, and the scores assigned to questions. You should budget your time so that you remain until the end of the test. Each question should be given enough time so that you can cover all of them. Questions

which carry higher scores should be given more time, as should questions which are difficult for you. You also should save time for proofreading your test.

When you are given timed tests, speed and accuracy will be important. Aptitude and performance tests are good examples of this type of test. In this situation, do not spend too much time on items you know nothing about. Also, do not look back over the items but keep right on working until time is called.

4. *Be careful in doing machine-second tests.* If answer sheets are to be scored by machine, use the special pencil provided and make solid pencil marks. If you must change an answer, erase completely and cleanly. Do not make any pencil marks except those called for on the test. Finally, if the answer sheet is separated from the question paper, check every fifth or tenth answer against the question number to be sure that you are placing your answer marks in the right place.
5. *Exercise caution in changing answers.* Many pre-employment tests consist of multiple choice, true-false, matching and completion items. When you are checking your answers to these kinds of questions, be very careful about changing them. Research has shown that there is a very high probability that you will change from a right to a wrong response.
6. *Do not assume that answers are in a certain order or pattern.* Some people think there is a pattern to answering true-false and multiple choice items. For example, they think that true-false and multiple choice items. For example, they think that true-false items go TTF, TTF, TFT, TFT. This is not so. Test-makers deliberately re-arrange items so there will be no definite response patterns.
7. *Do not lie to the psychologist.* When they are doing personality tests, people have a tendency to try and make themselves look as favorable as possible. For example, if they are asked whether they would sneak into a movie without paying if they had the chance, they answer "no". These are trick questions which are designed to catch you "lying". Probably the best advice on doing personality tests is to give the most conventional responses possible to each item.

SUMMARY

Many companies will require you to fill out employment application forms. Some may even ask you to take special tests. Both of these situations require some advance preparation.

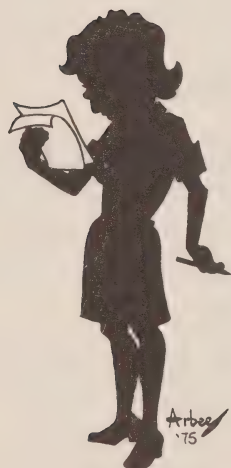
Employment application forms are similar to resumes. They contain information about your personal background, educational achievements, work experience, and references. Sometimes they require a lot of detailed information; at other times, they do not. If you have prepared a complete resume, it will be useful to you in filling out this form. If you have not done one, you must analyze yourself carefully before you complete the form.

The application form you submit to an employer should be neat, accurate, and complete. It should indicate that you are able to follow instructions. It should specify very clearly the job or job area for which you are applying. It also should be tailored to the requirements of the job.

The most common types of pre-employment tests include I.Q. tests, aptitude tests, performance or proficiency tests, and personality tests. To be successful in taking these tests, you must prepare yourself physically, emotionally, and mentally. If you believe that you are going to do poorly, your performance will suffer. If you are tired at the time you write the tests, your performance again will be affected. If you try to cram all the details into your head at the last minute, you will not be able to organize your answers properly.

The best approach to preparing for pre-employment tests is to set up a realistic review schedule well in advance of the day of test-taking. Then, when you write the tests, you should make certain to be on time, to have the necessary tools with you, to listen carefully to all instructions, to budget your time carefully, and to check your answers.

CHAPTER EIGHT



OTHER EMPLOYMENT- RELATED LETTERS

Your chances of obtaining the job you have applied for will be strengthened if you follow up your applications or interviews. Of the three ways to follow up on them — in person, by letter, or by telephone — written messages usually are best. They enable prospective employers to re-examine your qualifications at a time most convenient to them.

A written follow-up is effective for a number of reasons. Few job applicants use them. Therefore, employers are impressed when they receive one. It shows that you are genuinely interested in the job and the company. It also displays your determination to obtain employment. Most importantly, however, following up an interview indicates courtesy.

This chapter first describes two of the most common initial follow-up letters you might use. Then, other types of letters involved in getting a job are discussed.

INITIAL FOLLOW-UP LETTERS

The first follow-up letter you might use will either be (1) a follow-up to your interview or (2) an inquiry about your application when the employer does not reply.

Follow-Up to the Interview

A day or two after your interview, you should send the interviewer a written thank-you. This is a very brief note of about five or six sentences. Suggestions for writing it follow.

In the opening paragraph, you should express your thanks for the interview. It is a good idea to mention the job for which you are applying, and the time and place of your interview.

In the middle paragraph(s), you could discuss one or more of the following ideas:

1. You could mention how you feel about the company or job now that you have had an interview and, possibly, toured the facility.
2. You might add new material that could be helpful in determining your qualifications.
3. If you think the interviewer questioned one of your qualifications or you feel that you might have made a negative impression

concerning one statement during the interview, include honest positive facts to rebuild confidence.

4. You also might refer to additional information that you have been asked to submit. For example, you may be requested to complete an application form and return it to the employer.

In the last paragraph, you could use one or more of the following ideas:

1. You could offer to send additional information upon request.
2. You might state that you can come for another interview.
3. You could express hope that your qualifications will receive favorable attention.
4. You might mention that you are looking forward to a favorable decision.

Observe the way in which this job applicant wrote the interview follow-up letter:

Dear Mr. Collins:

Thank you for the time you spent telling me about your Management Training Program. The interview yesterday definitely reaffirmed my interest in The Royal Bank of Canada.

I was especially impressed with your policy of promotion from within. Also, the timetable for advancement which you offered is a good guide for a trainee's progress, and leaves no room for complacency.

I hope my qualifications fit the Royal Bank's requirements since you offer an excellent future for an ambitious young person. When you have come to a decision, I will be eager to hear from you.

Sincerely yours,

Inquiry About Status of Application

If you have not received a response to your written job application within three weeks, a follow-up letter may properly be sent. This type of letter usually is shorter than the one written after an interview.

It should refer courteously to the job sought, the date of application, and any other items which will identify the original application. It should not repeat or duplicate the information sent earlier. Its tone should be polite, neutral, and factual. Above all else, it should avoid any suggestion of being pushy or accusing (e.g., I sent you an application on February 3 and you never answered it). Following is an example of an acceptable inquiry.

Dear Ms. Salvail:

On January 26, 19--, I sent you my application letter and resume for a position as a junior bookkeeper in your accounting department. Because I am very much interested in your firm and its future, I am inquiring whether you received this material.

Should you wish information about my background, I will be glad to send it to you. I also can come for an interview at any time you suggest.

Yours sincerely,

OTHER FOLLOW-UP MESSAGES

In addition to the follow-up letters just described, a job search campaign can include some other types of letters. The following pages discuss and give examples of these other employment-related letters.

Reply to Request for Additional Information

Sometimes an interviewer will request additional information about your background. If this situation arises, think very carefully about what you are being questioned on. As with your initial application letter, you will need to analyze your background thoroughly before you begin to write.

In your opening paragraph, you should thank the interviewer for seeing you. You also might identify the information you are providing if this is necessary.

The middle part of your letter will be devoted to the requested information. If you must provide more than one piece of information write separate paragraphs for each.

In the final paragraph of your letter, you might indicate that you are available for another interview. You also might include any ideas that round out and strengthen your letter. Here is the way in which one applicant handled the employer's request for additional information:

Dear Mr. Bourque:

Thank you for giving me the opportunity to see you last Monday. Everyone in your company seemed so pleasant and kind that I am looking forward with even greater anticipation to the possibility of working for you.

As you requested, I have spoken with Mr. Guy Poitras, my present supervisor. He said that I could leave my position here within two weeks after giving him my resignation, rather than after the normally required one-month period. Therefore, I could begin working with your company at an earlier date than we originally thought possible.

I hope that by this time you have received responses from my other references, and I look forward to an early decision from you about my working for Gagnon's.

Sincerely,

Request for More Time to Decide

You could receive a job offer before you have completed all your interviews. In this case, you will need more time to make a decision. It is a little risky to ask for a time extension, but most employers are understanding and want you to be satisfied with your final selection. You are more likely to get a favorable response to your request if you follow this format:

1. Express your appreciation for the job offer.
2. Request a time extension (if possible, specify a definite date by which you will reply), and explain the reasons for doing so.
3. Conclude with one or both of the following statements:
 - a. one that will reassure the employer that you are still interested in the job.
 - b. one indicating the action you would like the employer to take.

Observe the way in which this job applicant requested more time to make a decision on a job offer:

Dear Mr. Kerr:

Thank you for offering me a position in your theatre company.

May I give you my decision on February 14, 19--? This extra time would permit me to complete other interviews and by doing so, I will be satisfying myself that I am selecting the theatre group of my choice.

Even with these other opportunities, at the moment I am more interested in Western Canada Players than any others. I was very impressed by the high quality of the production I saw when I was visiting you. In addition, I discovered that your company offers excellent opportunities for performing at festivals throughout Canada.

If you need my decision before the end of this month, please let me know as soon as possible. Also, if you are giving me this extended time, I would appreciate your notifying me to that effect.

Yours sincerely,

Acceptance of an Offer

When you receive a job offer you want to accept, you should mail a reply within a week. Most people begin a letter of this kind with the main idea — that they are accepting the job offer with pleasure. In this first paragraph, it also is a good idea to identify the job you are accepting, or make reference to the job offer letter.

The next paragraph of an acceptance letter usually is devoted to details about moving and reporting to work. Naturally, what you say in this explanation depends on what the employer has already told you during the interview or in the job offer letter.

Finally, you should conclude the letter by expressing your appreciation and pleasure at joining the company. Note the way in which this job applicant rounded off her acceptance letter:

Dear Mr. Fox:

I am pleased to accept the position you have offered me as a draftsman.

According to the terms set forth in your letter, I will start working on July 30, 19-- , and my beginning salary will be \$835 per month. Since I will be coming to Moncton at an earlier date to look for accommodation, I will call your office sometime during the week of July 18 - 25 to see if there are any other instructions which I might need before reporting to work.

This new position offers me a definite challenge and an excellent opportunity. I hope that I shall be able to perform according to your expectations.

Sincerely yours,

Rejection of an Offer

Should you need to turn down a job offer, you must be tactful, sincere, and positive in your approach. In other words, you do not want to burn all of your bridges! A simple format for rejecting a job offer is given below:

1. Begin by expressing your appreciation for the job offer.
2. Decline the offer and provide an honest, convincing explanation of why you are doing so.
3. End on a positive note that genuinely compliments the company or expresses your appreciation for the interest they have shown in you.

Here is a good example of a letter rejecting a job offer:

Dear Mr. Richardson:

Thank you for offering me a position as a lumber trader in your company. The terms which you specified in your contract letter were very attractive, and the challenges of the job were most inviting.

During my job hunting these last two months, I have sent applications to several companies that I regard highly. Fortunately for me, both you and another firm have offered me a job. Since my qualifications and background fit in more closely with the other job, I have already mailed in my acceptance.

I do want to thank you for the time which you personally gave to my application. You were extremely helpful to me.

Yours sincerely,

SUMMARY

An application is not the only letter that a job-seeker must write. When you have had an interview with an employer, you should follow it up with a written thank-you. Many times, this is the letter that lands you the job simply because it again puts you before the employer.

Another common letter is one inquiring about the status of your application when you have not heard from the employer. As a wise job-seeker, you always will follow up on your job prospects.

Sometimes you will be asked to provide additional information on your background. This, too, requires a written response — but only after you have carefully considered what it is that the employer wants!

Finally, when you receive a job offer, you will have to write at least one of three types of letters. If you have not finished all your interviews yet, you might want to ask for an extension of time in order to make a final selection. If you decide to accept the offer, you should write a letter of acceptance. Similarly, if you decide to refuse the offer, you should write a letter to let the employer know of your decision as soon as possible.

CHAPTER NINE



APPEARANCE AND STRUCTURE OF LETTERS

Any letter you write is judged on its excellence in two areas: content and form. As we explored the information that should go into your application and other employment-related letters, we have been discussing **content**. The next step is to choose the proper **form** for presenting your message.

In this chapter, we start with the stationery to use. This is the first thing that a reader will notice. Then, we examine the parts of a business letter and how they may be arranged on a page.

CHOOSING PAPER

Quality

Good quality paper is not only attractive, but it also permits easier and neater writing of your letters. The standard weight stationery for business use is 20-pound bond. It is light enough to make carbon copies, it is mailable without extra postage, and it takes up little space in the employer's file drawers.

Size

The standard size of business paper is 8-1/2 by 11 inches. There are other smaller sizes, but since you want your entire message to appear on one page if possible, you should use the standard size.

Colour

White is the most popular colour for business stationery. Admittedly coloured paper might attract attention, but it also could produce the same effect on the reader as bragging does — it arouses suspicion because it is showy!

Matching Envelopes

As much care should be taken in choosing envelopes as with the letter paper itself. If you've settled on 20-pound bond white paper, your envelope should be of the same quality and colour.

The two standard envelope sizes are No. 10 and No. 6-3/4. The No. 10 size is called the "official size" because it is long enough to hold the full standard paper width of 8-1/2 inches. If you use it, your

letter should be folded from the bottom to a little over a third of the page. Crease the fold down firmly. Then, fold the top third down over the bottom fold and crease firmly again. Place the last crease in the envelope first so that the open side is at the top.

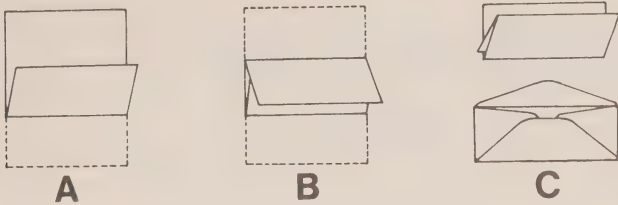


Figure 8: Folding the Paper for a No. 10 Envelope

For the No. 6-3/4" envelope, fold the letter from the bottom to about a quarter of an inch from the top. Next fold from the sides, first from right to left about a third of the way, and then from left to right, creasing firmly after each of the two folds. Slip the letter into the envelope with the last fold toward you.

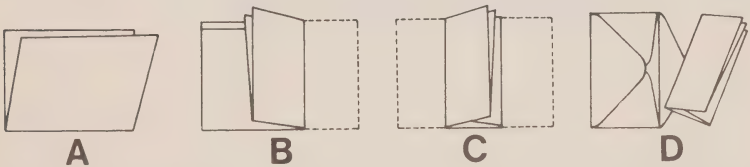


Figure 9: Folding the Paper for a No. 6-3/4" Envelope.

PARTS OF THE LETTER

As shown in Figure 10, most business letters have six standard parts: (1) heading, (2) inside address, (3) salutation, (4) body, (5) complimentary close, and (6) signature area. When appropriate, any of these optional parts can be included: (1) attention line, (2) subject line, (3) file or reference number, (4) enclosure notation, (5) reference section, and (6) postscript.

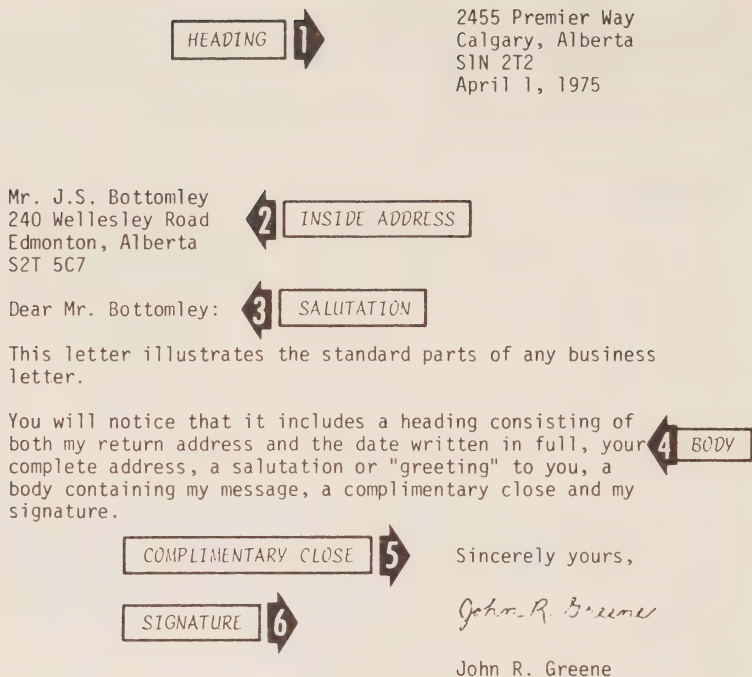


Figure 10: Standard Parts of a Business Letter

Heading

The heading tells the reader where the letter comes from and when it was written. It consists of your complete return address, but not your name, and the date written in full. The information, which is single-spaced if you are typing it, is placed an inch or so from the top of the paper, either at the left margin or anywhere to the right of centre. It should not extend into the right margin.

Inside Address

The inside address contains the reader's full name, title and address, including the name of the company. Usually, it is placed four spaces below the return address on the left side of the page.

Write the name or names exactly as they appear in advertisements, previous correspondence or letterheads. Do not use any abbreviations unless they are part of the company's trademark (e.g., Indian

Head Trading Company Ltd.). If you are not sure of the exact spelling or wording of the company name or of some person within the company, phone and ask the switchboard operator.

Salutation

The salutation is the friendly greeting that precedes the body of the letter. It is typed two spaces below the inside address, and even with the left margin. In writing salutations for business letters, you will find the following suggestions helpful:

1. Abbreviate the titles Mr. and Mrs. Other titles, such as Doctor, Father and Lieutenant are written out.
2. For a woman, Ms. is becoming a more common and acceptable title for either Miss or Mrs. since it eliminates the question of whether or not she is married.
3. Capitalize the first word and any noun or title in a salutation, e.g., Dear Ms. Brown, Dear Doctor Johnson, Dear Sir.
4. The correct salutation for a company is Gentlemen. If the company is composed entirely of women, however, you may wish to use the salutation, Ladies or Mesdames.

The Body

The body of the letter begins two spaces below the salutation. Since other chapters discuss in detail the content of the body, only general guidelines for writing the message are given here:

1. Keep the left margin of the letter even. The right margin should be as nearly even as practical without dividing too many words.
2. Most typewritten business letters are single-spaced; however, double spacing is acceptable in very short letters.
3. Always double space between paragraphs in single-spaced letters.
4. If you indent your paragraphs, the first line usually begins five or ten spaces in from the margin.
5. When the body of the letter is two or more pages, each page beyond the first one is headed by a combination of the name of

the person to whom the letter is addressed, the page number, and the date. This information appears one to two inches from the top of the sheet in either of the following ways:

Ms. Alexandra Hoy
Page 2
March 31, 19--

c't

Mr. Albert E. Dunn

-2-

March 31, 19--

Complimentary Close

Today, the phrase most commonly used to signal the end of a letter is Sincerely or one of its other forms, Yours sincerely or Sincerely yours. This is a standard closing for any business letter. Remember the following points when writing a complimentary closing:

1. Capitalize only the first word.
2. It appears a double space below the body of the letter, either at the centre of the page or at the left margin, depending on the letter style that you are using.

Signature Area

Your handwritten signature appears immediately below the complimentary closing. If you have typed your letter, type your name as well, leaving about four spaces for your written signature as shown here:

Sincerely yours,

Mary E. West

Mary E. West

If you are a man, you do not use a courtesy title before either your handwritten signature or typed name, unless your first name is used by both men and women (e.g., Beverly, Laurie), and you want to be sure the respondent addresses you as "Mr."

A woman also may omit a courtesy title if she prefers. If she wishes to indicate a title, she has a choice of the following appropriate forms:

For an unmarried woman:

Jane E. Corcoran
Miss Jane E. Corcoran

(Miss) Jane E. Corcoran
Jane E. Corcoran

Jane E. Corcoran
Jane E. Corcoran

For a married woman:

Maureen Gray
Mrs. Maureen Gray

(Mrs.) Maureen Gray
Maureen Gray

Maureen Gray
Mrs. G.A. Gray

In addition, the courtesy title, "Ms." may be used if this is the way you wish to be addressed.

Sometimes, you may want to include details other than those contained within the standard letter parts just outlined. These optional details are discussed in the following sections.

Attention Line

An attention line directs the letter to a particular person, title or department when the letter is addressed to a company. It is most often used when you do not know the name of an individual, but want your message to go to a particular title (e.g., Personnel Director) or department (e.g., Personnel Services). An attention line appears a double space below the inside address, either flush with the left margin, indented with the paragraphs, or centered.

Subject Line

A subject line helps to tell your reader at a glance what your letter is about. It also helps in filing. It may include or omit the work "Subject", but should be centered and underlined so it will capture the reader's attention at once. It appears a double space below the salutation and is followed by a double space before the first paragraph of a message.

File or Reference Number

To aid in filing, some companies require that a reference or file number be written in a conspicuous place. For example, you may have to give such a number in replying to an advertisement worded like this: "Please quote Competition Number 75-OC-8004(1) on all correspondence". Like the subject line, the file or reference number appears between the salutation and body of your letter.

Reference Section

The reference section includes the initials of the person who composed the letter in capitals and the typist's initials in small letters, as in JDD:cvd. If you type your letter yourself, no initials are needed. This information usually is typed at the left margin, a double space below the last line in the signature area.

Enclosure Notation

An enclosure, such as your resume, is indicated by the word, "Enclosure", or the abbreviation, "Enc.", appearing on the line below the reference section. If there is more than one enclosure, the number should be included. For example, the notation, "Enclosures: 2", would show that two pieces of material are included with the letter.

Postscript

Since a postscript contains something remembered after the letter has been written, there is little excuse for one in a business letter. Restrict your use of postscripts to occasions when you wish to emphasize a point already in your letter, or to include a personal brief message unrelated to the letter. If you do use one, start it at least a double space below the reference section, also at the left margin.

LETTER LAY-OUT

Letter Styles

Although there are a number of letter styles, the ones used most often are the **modified**, the **full block**, and the **semi-block**. These are shown for you on the following pages. As you look at the examples, study both the format and the content. The body describes the characteristics of each particular style.

833 Corydon Avenue
Winnipeg, Manitoba
August 18, 19--

Mr. J.H. Chalmers
ABC Printing Company
162 Lombard Avenue
Winnipeg, Manitoba

Dear Mr. Chalmers

This letter shows the BLOCK form with OPEN punctuation.

Every line begins at the left margin, and no punctuation is used at the end of any line in the heading, inside address, salutation, or complimentary close.

Many persons favour the streamlined appearance of such letters. Others hesitate to use a style which represents a radical departure from the forms to which they have been accustomed.

Sincerely

Paul McIsaac

Paul McIsaac

Figure 11: Full-Block Letter Form with Open Punctuation

833 Corydon Avenue
Winnipeg, Manitoba
August 18, 19--

Mr. J.H. Chalmers
ABC Printing Company
162 Lombard Avenue
Winnipeg, Manitoba

Dear Mr. Chalmers:

This letter illustrates the MODIFIED BLOCK form with MIXED punctuation.

It is similar to the block form except that the heading, complimentary close, and signature are aligned near the right margin instead of the left one. Every other line, including the first line in each paragraph, begins at the left.

Because this letter uses mixed punctuation, the only end-of-line punctuation is the colon after the salutation and the comma after the complimentary close. No punctuation is used after the date, nor after any line in the inside address. An exception would occur when an abbreviation such as "Inc." or "Ltd." must be used.

Sincerely yours,

Paul McIsaac

Paul McIsaac

Figure 12: Modified Block Letter Form with Mixed Punctuation

833 Corydon Avenue
Winnipeg, Manitoba
August 18, 19--

Mr. J.H. Chalmers
ABC Printing Company
162 Lombard Avenue
Winnipeg, Manitoba

Dear Mr. Chalmers:

This letter shows the SEMI-BLOCK form with MIXED punctuation.

As you will notice, it is similar to the modified block form except that the first line of each paragraph in the body of the letter is indented. The heading, complimentary close and signature are aligned near the right margin. All other lines begin at the left margin.

Sincerely yours,

Paul McIsaac

Paul McIsaac

Figure 13: Semi-Block Letter Form with Mixed Punctuation

Punctuation Styles

The two forms of punctuation most commonly used in business letters today are **open** and **mixed**. In open punctuation, no line of any of the standard letter parts except the body has punctuation at the end of the line, unless an abbreviation requires a period. In mixed punctuation, which is far more popular, a colon follows the salutation and a comma follows the complimentary close. Examples of both punctuation styles are shown in the letter style examples.

Letter Placement

Like many other skills, learning to place your letters attractively requires practice. A well-balanced letter should look like a picture in a frame. The top and bottom margins should be wider than the side margins, which should be the same on both the left and right. Trained typists have a guide converting words to inches for placing letters properly. If you are unfamiliar with their procedure, or are hand-writing your letter, set it up once and then re-do it, balancing it to please the eye.

Addressing Envelopes

The address on the envelope should match the form of address in the letter. Start the address slightly over half-way down from the top of the envelope, and at about one-half inch left of the centre. Your return address should appear in the upper left-hand corner, approximately one-half inch in from the edge.

SUMMARY

It is a good practice to give attention to the appearance of your employment-related letters. They should be written on 8-1/2" x 11", white, high-grade bond paper and mailed in envelopes of the same colour and quality.

Any letter you write should contain at least six parts:

(1) a heading, (2) inside address, (3) salutation, (4) body, (5) complimentary closing, and (6) signature area. Sometimes, you will have to include other parts such as an attention line, a subject line, a file or reference number, or an enclosure notation.

Finally, it is important to use one style and one form of punctuation in your letters. The most commonly used styles are the modified block, the full-block, and the semi-block. The two forms of punctuation most commonly used in business letters today are open and mixed.

The completed letter should look like a picture in a frame. It should be well-placed on the paper. If you are inexperienced at writing letters, it sometimes takes more than one attempt to achieve this goal.

CHAPTER TEN



TELEPHONING EMPLOYERS

Occasionally, employers have job openings that they need to fill very quickly. They do not have time to wait for applications to arrive by mail. At other times, they may want to do an initial screening and selection of applicants without having to sort through letters or application forms. In both of these cases, employers usually will request that you reply to their advertisements by telephone if you are interested in the job.

The purpose of telephoning an employer is the same as the purpose of writing an application letter. You want to obtain an interview. Therefore, your telephone conversation should follow the same pattern as any well-organized application. It should include (1) an interesting-to-the-employer opening, (2) a convincing summary of your qualifications, and (3) a request-for-action closing.

In this chapter, we first describe what you must do to make a good first impression when you are calling employers. Then, we examine some of the ways in which your conversation might be developed.

MAKING A GOOD FIRST IMPRESSION

Written applications can be dealt with at a time which is convenient for the employer, but this is not always the case with telephone applications. If you want to make a good first impression, then, you must give some consideration to the timing of your call.

You should not call first thing in the morning. Busy times vary from employer to employer, but most like to give their attention to urgent company matters as soon as they come to work each day. You also should avoid making calls between 11 a.m. and 2 p.m., unless you know the hours of the company's noon break. If you wait until the end of the day, another job applicant may fill a vacancy you could have had. Perhaps the best time to place your call is around 10 o'clock in the morning. By then, important company matters should have been dealt with, and the employer should be ready to give complete attention to your request.

The second rule of telephoning employers is to be courteous to everyone with whom you speak. Your first contact may be with either the switchboard operator or the employer's secretary. Often, these persons have been instructed to ask anyone calling the employer to give their name and the nature of their business. They are not trying to be nosy or to prevent you from getting through to the employer, so give this information promptly and politely. If you do, you probably will be connected immediately.

DEVELOPING YOUR TELEPHONE CONVERSATION

Capturing the Employer's Interest

The employer is a busy person, so you should state the purpose of your call immediately. Give your name, the title of the job for which you are applying, and state where you learned of the opening. If you know the employer's name, use it when you are addressing him.

Following is a script of the beginning of a telephone conversation between an employer and a job-seeker. It shows how you can make a good first impression when you are telephoning about a job opening. It also shows how you can interest the employer in hearing more about you.

RECEPTIONIST: Good morning, Alpha Company.

APPLICANT: *Good morning. This is Gerry Horner calling. May I speak with Mrs. Lewis, please?*

RECEPTIONIST: May I say why you are calling, Mr. Horner?

APPLICANT: *Yes. I would like to inquire about the opening for a stock clerk which was advertised yesterday.*

RECEPTIONIST: Thank you. I'll connect you with Mrs. Lewis. One moment, please.

(Pause)

EMPLOYER: Good morning. Mrs. Lewis speaking.

APPLICANT: *Hello, Mrs. Lewis. My name is Gerry Horner. I would like to apply for the position of stock clerk you advertised in **The Herald** yesterday. I worked part-time in a similar type of job when I was in high school, and I think I could do a good job for you.*

Observe the following points about this conversation:

1. The applicant introduced himself to the receptionist by name.
2. He stated his reason for calling without hesitation.
3. He addressed the employer by name.
4. He gave his name again when he spoke to the employer.
5. He came right to the point of his call by stating that he was applying for a job, what the job was, and where he learned of

the opening.

6. He captured the employer's interest by suggesting that he had the right qualifications for the job.
7. He exercised courtesy throughout the conversation.

Summarizing Your Qualifications

On the basis of your telephone conversation, the employer will be deciding whether it would be worthwhile to meet with you in person. Many of the questions you will be asked will be similar to ones you would have to answer in a personal interview. Therefore, you must carefully prepare for this call.

You must analyze the job requirements in order to determine how your qualifications will meet the employer's needs. You also must find out as much as you can about the company in order to discuss its business in an intelligent manner with the employer. Since your time is limited, you will want to avoid long descriptions of past experiences that are not directly related to the job you are discussing.

Following is a script of the middle part of a telephone conversation between a job-seeker and an employer. It shows how you should answer the employer's questions. It also shows how you can tailor your qualifications to meet the job requirements.

(This is a telephone call in response to an advertisement for a teller in a credit union. The applicant, Gail, has introduced herself to the manager, Mr. Janzen, and stated that she is interested in applying for the position.)

MANAGER: Tell me about yourself, Gail.

APPLICANT: *Well, Mr. Janzen, I'm 20 years old. I went to high school in Amherst and graduated in 1973. After high school, I worked in the Amherst Pharmacy as a sales clerk for a year. There I had to handle cash, wait on customers, prepare deposits for the bank, and set up displays. Last September I began a course in Teller Training and General Business at Halifax Regional Vocational School, and I will graduate next week. I have had a B+ average so far this year.*

MANAGER: That sounds interesting. Would you tell me a bit

about the program?

APPLICANT: *Certainly. It's a one-year program especially set up for people who want to work in banks, credit unions or trust companies. I'm particularly interested in credit unions though. In the program, I took courses in accounting, business mathematics, communications, finance, and banking. It was a practical course, too. Our lab classroom was set up just like a bank branch with counters, tellers' windows, a computer terminal and other banking machines. We learned how to operate most business machines — typewriters, posting machines, calculators, and so on. Also, we learned how to process deposits, cheques, loan payments, and how to keep records.*

With all the practical work we had in the program, Mr. Janzen, I believe I would be able to learn the system at your credit union quite quickly. My Chief Instructor, Mrs. McLeod, has told me that I should be able to do a teller's job with a minimum of training.

Observe the following points in this conversation:

1. The manager asks an open-ended question, "Tell me about yourself", and the applicant's answer is thorough. She tailors her work experience to the job by emphasizing those duties at the drugstore which are similar to the teller's duties.
2. Her response to the question on her Vocational School program is complete and business-like. Notice how she emphasizes those skills she acquired that would help her do the job at the credit union.
3. She mentions that she is particularly interested in credit unions.
4. In pointing out how readily she can become a productive employee — with a minimum of training — she makes it easy for the manager to visualize her in that position.

Requesting An Interview

If your answers to the employer's questions are satisfactory, chances are you will be invited to come for a personal interview. But this does not always happen. Even when you are recognized as a good candidate for an opening, the employer may delay the decision to

interview you personally. What should you do?

In this case, you would be wise to take the initiative yourself and courteously ask for an interview at the employer's convenience. Consider the way in which the following job applicant did it:

(The applicant, Jack, has called the manager, Mr. Stanley, about a job as a maintenance worker in a large apartment complex. He has introduced himself, stated his purpose in calling, and outlined some of his experiences. Mr. Stanley seems interested in Jack's application.)

MANAGER: I'm interested in the job you had with Cameron Housing, Jack. Can you tell me more about it?

APPLICANT: *Yes. That job gave me a lot of experience with building maintenance. I had to do minor repairs — and a number of major repairs too — on new homes under warranty. I repaired walls and ceilings which had been damaged during the last stages of construction.*

By the way, did the builders use dry wall or plaster in your building, Mr. Stanley?

MANAGER: Hmm. . . I know they used dry wall in all the suites.

APPLICANT: *Good. That's what I know best. I've done a lot of patching and touch-up painting on dry wall, and the boss complimented me on my work. I also did repairs to plumbing and heating, lino floors, and some electrical work. What's the plumbing like in your building?*

MANAGER: Well, as the property manager, I'm afraid that I don't know all the details. I know that it meets higher standards than the building code though. And all the blueprints are available in the office.

APPLICANT: *I'd like to see the building, sir. I think I could do the job well, but if I had a chance to look at it closely, I would know for sure. Do you have a convenient time for me to come around to meet you in person and also to look at the building?*

MANAGER: Well, Jack, I'm expecting more calls, but. . . yes, you do sound very interested in the job, and qualified as well. I'd like to meet you too. Can you come in on Thursday morning — say, at 10 o'clock?

APPLICANT: *Certainly. 10 a.m. Thursday. And your address, Mr. Stanley?*

MANAGER: We're at 1150 Crestview.

APPLICANT: *1150 Crestview. I'll just make a note of that. I'm looking forward to meeting you, Mr. Stanley. And thanks very much for taking time to talk to me this morning.*

MANAGER: I enjoyed it, Jack. I'll see you on Thursday. Good-bye for now.

APPLICANT: *Good-bye, Mr. Stanley.*

Observe the following points in this conversation:

1. The applicant's answer to the question about his maintenance experience is very complete. He does his best to relate his experience to the job for which he is applying.
2. He asks questions to show his interest in the job.
3. When the applicant asks for an interview, he makes his request in such a way that it is in the employer's interest to meet with him. He says he wants to know if he can do the job "for sure".

SUMMARY

Your purpose in telephoning an employer is the same as your purpose in writing an application letter. You want to obtain an interview.

The time you spend in a telephone conversation with an employer usually is very brief, and you must be well prepared for any questions you might be asked. Before placing the call, you must analyze the job requirements carefully so you can determine how your qualifications meet the employer's needs. You also should find out as much as you can about the company.

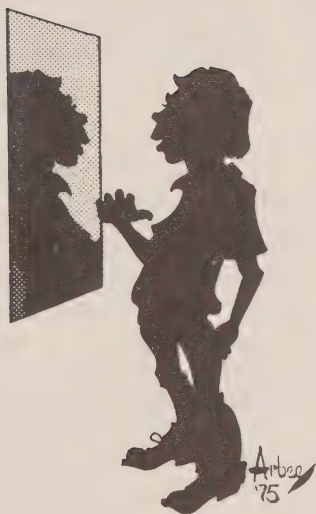
When you make the call, you should state your purpose immediately. You should give your name, your reason for calling, and state where you learned of the job opening. You also might mention your qualifications very briefly.

Answer any questions you might be asked as completely and concisely as possible. Avoid long descriptions of past experiences that are not related to the job for which you are applying.

If you give satisfactory answers to all questions, chances are you

will be invited to appear for an interview. When this does not happen, however, you should take the initiative yourself. Courteously and tactfully ask for an appointment at the employer's convenience. After all, this is the purpose of your telephone call.

CHAPTER ELEVEN



INTERVIEW PREPARATION

So far, we have studied the use of application letters, resumes, application forms, and employment tests. Before most jobs can be secured, however, you must go through a job interview.

A job interview can be one of your most important life experiences. What happens during this twenty-to-thirty-minute period may well direct your entire future career. Yet, employers are constantly surprised by the number of job applicants who come for their interviews without any apparent preparation, and only the foggiest notion of what they are going to talk about. Needless to say, such persons rarely are offered jobs.

Any marks of inexperience you might have with regard to handling job interviews can easily be overcome by learning a little about what will be expected of you and by making some simple preparations. In this chapter, therefore, we first describe the purpose of the interview and some of the different types you might encounter. Then, we provide you with suggestions for making yourself ready.

PURPOSE OF THE JOB INTERVIEW

Some people think that the sole purpose of a job interview is to give the employer a chance to evaluate their education and experience qualifications. This is not so. In most cases, employers will have made this assessment before inviting you to come for the interview. When they meet with you, they are more interested in finding out what you are really like. They want to explore your attitude toward working and the job they have to offer. They want to find out how well you will fit in with company policies and regulations, and how well you will work with other people. If you are a particularly outstanding applicant, they will probably also use the interview as an opportunity to sell you on the company and the job.

The job interview can serve a number of useful purposes for you as well. It can give you a chance to see what the company and its people are like. After all, if you consider that you might be spending the next forty years in this job, it is very important that you determine whether you are going to like the work, the people, and the surroundings. Beyond this, the interview provides you with an opportunity to show that you are genuinely interested in the job being offered, and that you are serious about wanting to work for the company. It also gives you a good chance to tell important

things about yourself that you did not have space for in your application or resume.

TYPES OF JOB INTERVIEWS

When you think of a job interview, it is common to picture yourself sitting in an office with one other person — the employer or the company's interviewer. But job interviews are not always that private. Sometimes, you may have to go before a board consisting of several people. At other times, you could be faced with something as large as a committee of twenty-five persons, all eager to fire questions at you.

There are also a number of common types of interviews with which you should become familiar. Each serves a specific purpose for the employer. If you know something about them, you can better prepare yourself for making a good showing.

Telephone Interviews

Employers sometimes use a telephone interview as one method of screening and selecting applicants. On the basis of their conversation with you, they decide whether they want to see you in person.

Unless you are prepared for this possibility, your chances of performing satisfactorily are slim indeed! As a wise job-seeker, you will do well to brush up on your telephone techniques. You will also want to be ready with a concise summary of the qualifications you have to meet the requirements of the job.

Screening Interviews

Often employers have someone else in the company, such as the personnel manager, interview all of the applicants for a job opening and decide which ones should receive further consideration. Because interviews of this type are usually very brief, it is vital that everything on your application be in proper order. You also must be prepared to describe your most outstanding qualifications for the job soon after meeting the interviewer. In the screening interview, first impressions are very important!

Depth Interviews

The depth interview is the final step in the interview process.

It will centre on your education, experience and personal qualifications for the job. It will also be used to determine how well you are likely to fit in the company. If you have analyzed yourself, investigated the company and rehearsed for this interview, you may be the person who is selected to fill the job vacancy.

Test Interviews

A test interview, as its name suggests, is designed to measure your performance in a variety of situations. For example, you could be asked to demonstrate your skill in operating a specific piece of equipment. You could be asked to solve complex mathematical problems. You could be asked to provide solutions to a series of case studies of some kind. An interview of this type requires a great deal of preparation and practice.

Stress Interviews

In some jobs, a great deal of patience is required, either because of the nature of the work or because of the personalities of the people with whom you would be associating. The stress interview is one method of trying your patience. In it, you are subjected to irrelevant questions, rude comments and other indignities, all designed to make you lose your temper and give up in despair. Obviously, advance preparation and practice also are required to get through this type of interview!

Taped Interviews

With the advent of audiovisual equipment, it is becoming increasingly common to tape record or videotape job interviews. In this situation, you are seated at a table with a microphone before you, and either questioned by the interviewer or instructed to talk about yourself at length.

This type of interview is very difficult unless you have prepared yourself well. You must be able to describe in detail how your education, experience and personal qualifications meet the job requirements. You must investigate the company and be able to describe why you want to work there. You must rehearse your presentation. What you say will be important, but the way in which you say it will also be assessed. Your manner of speaking, diction, facial expressions and body movements will play a major part in determining whether you get the job you are seeking.

GETTING READY FOR THE INTERVIEW

As you read about the different kinds of interviews you might encounter, one thing should have been evident. Unless you make careful preparation, you will run the risk of losing the job that otherwise might have been yours.

In the following sections, we discuss what you must do to get ready for this most important appointment. You must analyze yourself and find out as much as you can about the company. You should write down questions you might want to ask the employer, and rehearse answers to questions that might be asked of you. Finally, you must attend to your personal appearance and check out details of the interview, such as time and location.

Analyzing Yourself

As you will recall, the purpose of your self-analysis was to find out (1) what kind of person you are, and (2) what you can do. If you were honest in doing this assessment, you already should have discovered the strong and weak points in your background. You may hope that the employer does not discover these weaknesses, but finding them out is one of the reasons for interviewing you. In your preparation, you should consider your weaknesses carefully. But more importantly, you should prepare a solid presentation on your strong points so the things in which you are weak seem slight in comparison.

You must also know the requirements of the job you are applying for and how your qualifications compare with these requirements. To be successful in landing a job, you cannot sit silently during the interview and expect the employer to discover all of the reasons why you would make a valuable employee. Rather, you must decide ahead of time how "what you can do" matches with "what must be done", and be prepared yourself to show why you should be hired.

Investigating the Company

Many job applicants come for their interviews without knowing anything about the company they say they want to work for. This places them in a most embarrassing position if they are asked a question like, "Why do you want to work for us?"

As a wise job-seeker, you should find out all you can about the

company. You should obtain facts on its history, size, location of plants, policies, types of products and services, and organizational structure. You should also be aware of its growth pattern during the past few years and its prospects for the future.

You probably obtained much of this information when you were deciding whether to apply for a job there. If you didn't, however, you can obtain some of the details you need from the Chamber of Commerce, the company's promotional literature and annual reports, or from employees. You might also visit the job site and do a little checking from a distance.

As well, it is useful to find out whatever you can about the person who is going to interview you. For example, university-educated persons are likely to be interested in your educational background. Persons who learned their skills on the job are likely to be more interested in your work experience than your education. Research of this nature can pay dividends in helping you determine the direction that your interview will take.

Writing Down Questions

Near the end of the interview, you will usually be asked whether you have any questions. This is the time to inquire about company training programs, fringe benefits, working conditions, or any other points that have not been covered yet. You have a right to know how much the job pays, what your chances of promotion are, and the hours you will be expected to work. In addition, any questions that show your genuine interest in the company will be most welcome. Have them written down in a notebook before you go for the interview.

Rehearsing the Interview

Another important step in your preparation is to consider what the interviewer is going to be looking for. After all, the person who sees and hears you will be the one who decides whether you will be hired.

Interviewers are trained to check your appearance, attitudes, mannerisms, gestures, and time of arrival. They watch how you react to stress situations. For example, do you try to change the subject? Do you give irrelevant and disorganized answers? They assess your reactions to questions and are constantly probing for weaknesses and testing for strengths.

Interviewers also look for clues about your state of mind and general make-up. Are you alert and responsive to questions? Are you relaxed? Do you smile easily and use humour appropriately? Do you speak in a clear voice? Is your presentation well-organized? Do you speak favorably of other people? Do you give honest answers to questions?

Now is a good time for you to take a personal inventory of your personality, temperaments, and character traits. Learn how your conduct and behavioural patterns affect others, and work on changing those things that are not impressive.

You also need to anticipate questions that the interviewer will ask you. You definitely can expect to encounter revealing questions related to what you have done; what you think you have done; your hobbies and interests; and your relationships with friends, family, and colleagues. In general, the interviewer will be seeking answers that reveal drive and ambition, an ability to think and plan ahead, as well as a willingness to assume some responsibility.

Shown below are questions most frequently asked during the job interview.¹ It might be wise for you to try to answer five or ten of these questions each day. To make this assignment challenging, try to answer "why" to the questions that permit you to do so. When you have completed this task, you should be well prepared to answer any questions an interviewer might ask you!

On Your Career

- * What are your future vocational plans?
- * Why did you choose your particular field of work?
- * What qualifications do you have that make you feel you would be successful in your field?
- * Do you prefer any specific geographic location? Why?
- * What do you think determines a person's progress in a good company?
- * What personal characteristics are necessary for success in your chosen field?
- * Do you prefer working with others or by yourself?

¹

Making the Most of Your Job Interview, New York Life Insurance Company, no date.

- * What kind of boss do you prefer?
- * What do you know about opportunities in the field in which you are interested?
- * How much money do you hope to be making in ten year's time?
- * What do you expect to be doing in five, ten or fifteen years?
- * Do you prefer to work in a large or small city?
- * Would you prefer to work for a large or a small company?
- * What kind of work interests you?
- * What are the disadvantages of your chosen field?

On Your Education

- * In what school activities have you participated? Why? Which ones did you enjoy the most?
- * What courses did you like best? Least? Why?
- * What percentage of your school expenses did you earn? How?
- * How did you spend your vacations while in school?
- * Do you feel you received a good general training?
- * If you were starting school all over again, what courses would you take?
- * Can you forget your education and start from scratch?
- * Why did you decide to go to this particular school?
- * How did you rank in your graduating class in school?
- * Do you think that your extra-curricular activities were worth the time that you devoted to them? Why?
- * Have you ever changed your major field of interest while studying? Why?
- * Do you feel you have done the best scholastic work of which you are capable?
- * How did you happen to go to college or vocational school?
- * Have you ever had any difficulty getting along with fellow students and teachers?
- * Which of your school years was the most difficult?
- * Did you enjoy going to school?
- * Do you plan to take further courses?
- * Do you consider your education valuable? Why?
- * Do you think grades should be considered by employers? Why or why not?

On Former Employment

- * What jobs have you held? How were they obtained, and why did you leave?

- * How did previous employers treat you?
- * What do you think of your previous employer?
- * What have you learned from some of the jobs that you have held?
- * Can you get recommendations from previous employers?
- * What jobs have you enjoyed the most? The least? Why?
- * Have you ever trained anyone to do a job?
- * Did you train your replacement?

On Your Application and the Company to Whom You Are Applying

- * In what type of position are you most interested?
- * Why do you think you would like this particular type of work?
- * Are you looking for a temporary or permanent job?
- * How long do you expect to work?
- * Are you willing to go where the company sends you?
- * What job in our company would you choose if you were completely free to do so?
- * What job in our company do you want to work toward?
- * Why do you think you might like to work for our company?
- * What do you know about our company?
- * What interests you about our products or services?

On Salary

- * What are your ideas on salary?
- * What salary do you expect on this job?
- * What did you make on your last job?
- * Would you be willing to work for the minimum wage to start?

On Your Personal Life

- * How do you spend your spare time? What are your hobbies?
- * How do you feel about your family?
- * Do you date someone steadily? Is it serious?
- * If married, how often do you entertain at home?
- * To what extent do you use liquor?
- * Do you smoke marijuana?
- * What is your father's occupation?
- * Tell me about your home life during the time you were growing up.
- * Who are your best friends?
- * Do you live with your parents? Which of your parents has had

the most profound influence on you?

- * What is the source of your spending money?
- * Do you own any life insurance?
- * Have you saved any money?
- * Do you have any debts?
- * How old were you when you became self-supporting?
- * Do you attend church?
- * How do you usually spend Sunday?
- * What types of books have you read?
- * Do you enjoy sports as a participant? As an observer?
- * What do you do to keep in good physical condition?
- * Have you ever had any serious illness or injury?

On Current and/or Controversial Issues

- * What is your idea of how industry operates today?
- * What do you think of Women's Liberation?
- * What did you think of the results of the last election?

Self-Evaluation

- * Are you primarily interested in making money or do you feel that service to your fellow men is a satisfactory accomplishment?
- * Can you take instructions without feeling upset?
- * Do you like routine work?
- * Do you like regular hours?
- * What is your major weakness?
- * Define cooperation.
- * Will you fight to get ahead?
- * Have you an analytical mind?
- * Are you eager to please?
- * Is it an effort for you to be tolerant of persons with a background and interests different from your own?
- * What are your special abilities?
- * Do you like to travel?
- * How about overtime work?
- * What have you done which shows initiative and willingness to work?
- * Define success.

Attending to Your Personal Appearance

Your preparation will produce few results if you neglect your

personal appearance. The people who will be deciding whether to hire you will be looking at you very closely.

You should not appear for an interview dressed as though you were going to a party. Don't wear new clothes if you feel uncomfortable in them, and do keep accessories, perfumes and lotions to a minimum. Since the clothing requirements of different jobs vary so extensively, perhaps your best guide is to dress as though you already had the job for which you are applying.

The essentials of neatness and cleanliness scarcely need to be mentioned. The person who is interviewing you will not be impressed if the heels of your shoes are run over or your shoes need polishing; if your hair needs combing, washing or cutting; if your face needs shaving or careful make-up; if your teeth need brushing or your breath needs sweetening; if your nails need cleaning or your clothes need pressing. It would be a shame if you were to lose out on a good job because one or more aspects of your personal appearance were neglected.

Checking Details of the Interview

The last important detail in preparing for a job interview relates to timing your arrival. Find out the exact time and place for your appointment and program yourself to allow for emergencies, such as traffic jams or a flat tire. If you are unfamiliar with the location where your interview is taking place, check it out beforehand.

You should plan to arrive at the designated place at least fifteen minutes ahead of schedule if you possibly can. Your interviewer may be able to see you earlier than planned but, if you do have to wait, you can use the time to review the points you want to cover in the interview.

Finally, take with you in a notebook the questions you have formulated regarding the company and the job. You will need a notebook and pen, too, for jotting down questions that occur to you as a result of the interview. You may also need them for noting other information such as the time of a second interview. The interviewer will certainly think you are better prepared if you have these essentials with you than if you have to ask for a sheet of paper and pencil to note down important details.

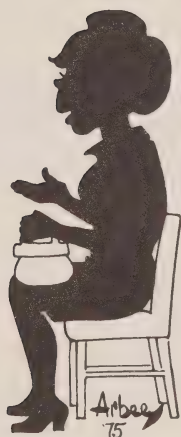
SUMMARY

A job interview can be an important factor in determining your entire future career. If you are able to conduct yourself well, your chances of success are high. If you are not able to conduct yourself in a proper manner, you will be repeating the entire job search process again.

The secret of successful interviewing is to know what to expect and to prepare yourself. You should know what type of interview you are going to be required to handle. For example, will you be interviewed by just one person or by an entire review board? Will it be a telephone, screening, depth, test, or stress interview? Will the interview be recorded?

To prepare adequately for this important appointment, you must do a number of things. You must thoroughly analyze yourself and find out as much as you can about the company. You should write down questions you might want to ask the employer. You should rehearse answers to questions that might be asked of you. Finally, you must attend to your personal appearance and check out details of the interview, such as time and location.

CHAPTER TWELVE



CONDUCT DURING INTERVIEWS

From the time you first meet the interviewer until you leave, everything you say and do will be very carefully observed. Your advance preparation, as well as simple courtesy and good sense should carry you through. But there are some basic rules and situations common to most interviews which it may be useful for you to know about ahead of time.

In this chapter, the four basic stages of an interview are discussed. These include the opening stage, the information gathering and information giving stages, and finally, the closing stage. Every interview may not go quite this way, but all should be similar.

STAGES OF THE INTERVIEW

The Opening Stage

The interview is the final chance for you to show that you are the person for the job. How well you succeed, however, is often determined by the way you conduct yourself during the first five minutes you are in the interviewer's presence. A number of suggestions regarding this opening stage are given below. Study each of them carefully.

Exchange of Greetings. As you enter the office, smile and greet the interviewer by name, if you are sure of the pronunciation. State who you are and why you are there.

Handshake. Take your cues from the interviewer at the start. If this person offers to shake hands, do so, using a firm grip, not a bone-crusher or a limp fish.

Sit Only When Asked. Do not be in a hurry to sit down. It is customary to remain standing until you are offered a chair.

Controlling Nervousness. It is entirely normal to be a little nervous during an interview, but you must take some precautions to keep it under control. For example, before meeting your interviewer, it helps to dry a damp brow or a clammy hand. If your hands want to wander or play with objects on the desk, put them in your lap and keep them still. Do not fiddle with a ring, parts of your face, a button or anything else, and try to avoid doing things with your hands which might make a tremor obvious.

Posture. Sit erect but relaxed in your chair and look alert and interested at all times. It is just as important to show the interviewer that you are a wide-awake, intelligent listener as to demonstrate your speaking abilities.

Sizing Up. When people meet for the first time, it is natural for them to size one another up. You certainly will want to determine whether the interviewer's attitude toward you is friendly or hostile. If the interviewer is friendly, keep it that way. If s/he appears hostile, you will have to watch very carefully what you say, how you say it, and when you say it. Whatever you do, however, keep your own temper under control!

Who Takes the Lead. Some interviewers like to do most of the talking and judge you by the interest, comprehension and intelligence you show in reacting to them. During the course of the interview, be very careful that you don't take their lead away.

Other interviewers hardly speak at all, and for the inexperienced job-seeker, these are the hardest with which to deal. In this situation you will have to call on your knowledge of yourself and your interest in the company to pull you through. Do not talk about unimportant things.

Attending Behaviours. It is particularly important to look at the interviewer and to keep using proper eye contact throughout your conversation. Also smile at appropriate times.

Be courteous. Do not chew gum and do not smoke unless you are invited to do so.

The Information-Gathering Stage

After the initial warm-up period, the interviewer will want to talk to you about your qualifications as noted on your application or resume, and pursue other leads to be sure all of your background is clear. To help you get through this question-and-answer period, the following guidelines are given:

Know What You Want. It is important to convince the interviewer that you are well qualified for one particular job or job area. You should never say that you are looking for just "anything" as no one is exactly suited to just "anything". If you really don't know exactly what kind of work is available, describe your qualifications for the two or three jobs you think you can do well.

Stress Your Qualifications. Know what the requirements of the job

are and be prepared to show how your qualifications meet these requirements. In presenting your strongest aptitudes and abilities, try to appear factual and sincere rather than conceited. It is much better if you can mention your best qualities in relation to something concrete. For example, saying, "I can type seventy-five words a minute with a minimum of errors" is better than saying, "I am a fast, accurate typist." The first statement establishes the point more convincingly than the second.

Don't Talk Too Much. Since time is a valuable commodity to the interviewer, you must answer the questions put to you in a confident, business-like manner. On the one hand, don't answer by just saying "yes" or "no"; on the other hand, don't give the impression that you are applying for the job of company chatterbox.

Be Honest and Sincere. Most interviews follow a simple question-and-answer format, so your ability to answer quickly and intelligently is of great importance. But it is even more crucial to be sincere and honest in what you have to say. If you begin to exaggerate or make up things and are caught, the interviewer certainly will not view you as a favorable applicant for the job.

Get Your Facts Straight. Even if you have submitted a resume or application form, you should have the facts and dates of your past employment memorized. Most interviewers are quick to note any discrepancies between what you wrote down and what you say.

Never Criticize Others. Never criticize or make a slighting remark about a past employer. If something went wrong, suggest that at least part of the blame must have been yours.

Handling Difficult Questions. In most interviews, you will have to answer questions which may, or may not have appeared on your application. Some of the more common ones are outlined below:

1. Some employers favour one of these "surprise" openings: What can you do? Tell me about yourself. Why are you interested in this company? These are very difficult questions to answer without some thought, and this is where your advance preparation will count.
2. Be prepared to give an answer to at least one question related to your career plans. For example, what do you expect to be doing in ten years? How much money do you expect to be earning in ten years? Are you planning to take further training? The purpose of these questions is to check your drive, motivation, ambition, ability to plan ahead, and the soundness of your

thinking.

3. Should the interviewer steer the conversation into a controversial area such as politics, be honest in your responses. But try not to say anything more than is necessary to answer the broad line of questioning.
4. You should be prepared to answer a few personal questions. For example, how do you spend your spare time? Is your home life happy?
5. If you have ever been fired from a job, admit it when you are asked, and explain what you have learned from the experience. Everyone makes mistakes, but not everyone learns from them.
6. Your interviewer will want to know why you left other jobs you have held. Return to school, better pay, and more responsibility are acceptable reasons. Be careful not to give the appearance of being a job-hopper.
7. Be prepared to answer questions about the company such as, "What do you know about our products and services?"
8. Know the current beginning salary range for your type of work. Then, if the interviewer asks you what salary you expect, you may avoid asking too much and missing the job, or asking too little and working for less.

Show Confidence. Should you feel that the interview is not going well and that you already have been rejected, don't let your disappointment show. Some interviewers may discourage you in order to test your reaction. If you remain confident and determined, you might make a final good impression.

Taking Notes. Note-taking can be very annoying and distracting to some interviewers. If you feel that you must write something down, make some remark, such as, "That's very interesting. Do you mind if I make a note of it?" The best policy, however, is to note down on paper everything you want to be sure to remember right after the interview.

The Information-Giving Stage

When the interview has progressed to the point where you have answered all questions, there is usually a lull in the conversation. Here is your chance to provide information about yourself that you feel would help the interviewer in deciding about you. If you have tailored your qualifications to meet the job requirements, now is the time to elaborate upon them.

You should also have an opportunity to ask some questions about the company and the job. Ask these questions. It will provide you with information you will need for making a decision should you be offered a position. It will also indicate your interest in the company and the job. Such as interest cannot help but impress the interviewer favorably.

The Closing Stage

Just as the initial impression you make on the interviewer is important, so is the final one. If your closing is bad, all of your previous efforts will have been in vain. Here are some suggestions that might help you to handle this stage with greater ease:

Be Alert to Cues. Most interviews last between twenty and thirty minutes, and a quick glance at your watch will tell you when your time is almost up. Also be alert to signs from the interviewer that the session is about to end and, if you still want the job, sum up your interest briefly and stop talking.

Handling a Job Offer. Should the interviewer offer you a job on the spot and you are sure that you want it, accept with a definite "yes". If you have the slightest doubt, or do not want to accept without further thought or before other interviews, tactfully ask for time to think it over. However, you should try to set a definite date when you can provide an answer. This will reassure the interviewer that you are giving the offer serious consideration.

Getting a Commitment. Most times you will not be offered the job right away. Before you leave the interviewer's office, you should try to find out when the decision is likely to be made. Above all though, do not start begging or crying about your need for the job at this point. Such behaviour is guaranteed to turn off the interviewer!

Thank the Interviewer. As you leave the office, be certain to thank the interviewer for the time and consideration that has been given to you. Do not linger at the door to give just one more detail. If you already have answered questions related to why you are interested in the job and what you have to offer, you have done all that you can.

Be Courteous to Everyone. In connection with your interview, you will probably come into contact with several people employed by the company. For example, you may talk to the interviewer's secretary when you arrive and leave, or other employees may enter the office while you are being interviewed. The interviewer may even show you about some area of the company and introduce you to some of the workers.

Before they come to a decision about hiring a person, some interviewers like to have someone else's opinion, and they may ask anyone with whom you have had contact. Obviously, then, you must treat everyone you meet with the same courteous respect and pleasantness as you treat the interviewer.

In Summary. Throughout your interview, avoid the negative attitudes and actions listed below. ¹ These are the factors that most often lead to the rejection of a job applicant.

- * Poor personal appearance
- * Overbearing — overaggressive — conceited “superiority — “know-it-all”
- * Inability to express oneself clearly — poor voice, diction, grammar
- * Lack of planning for career — no purpose or goals

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Making the Most of Your Job Interview, New York Life Insurance Company, no date.

- * Lack of confidence and poise—nervousness, ill at ease
- * Failure to participate in activities
- * Poor scholastic record—just got by
- * Overemphasis on money—interest only in best dollar offer
- * Unwilling to start at bottom—expects too much too soon
- * Makes excuses—evasiveness—hedges on unfavourable facts in record
- * Lack of tact
- * Lack of maturity
- * Lack of courtesy—ill-mannered
- * Condemnation of past employers
- * Lack of social understanding
- * Marked dislike for school work
- * Lack of vitality
- * Fails to look interviewer in the eye
- * Limp, fishy handshake
- * Indecision
- * Loafs during vacations
- * Unhappy married life
- * Friction with parents
- * Sloppy application blank
- * Merely shopping around

- * Wants job only for short time
- * Little sense of humour
- * Lack of knowledge of field of specialization
- * Parents make decisions
- * No interest in company or in industry
- * Emphasis on whom he/she knows
- * Unwillingness to go where sent
- * Cynical
- * Low moral standards
- * Lazy
- * Intolerant—strong prejudices
- * Spends much time in movies or watching television
- * Narrow interests
- * Poor handling of personal finances
- * No interest in community activities
- * Inability to take criticism
- * Lack of appreciation of the value of experience
- * Radical ideas
- * Late for interview without good reason
- * Never heard of company
- * Failure to express appreciation for interviewer's time
- * Asks no questions about the job
- * High-pressure type
- * Indefinite response to questions

FOLLOWING UP THE INTERVIEW

Making Notes

As soon as an interview is over, it is important to make notes on what happened. Using your job prospect card, write down points you may have overlooked so that you will remember to bring them up the next time you see the employer. Also include any observations you made during the interview which would be helpful in following up on that job prospect. Remember, if you have more than one interview in a day, it can be very difficult to recall what happened unless you have some reminders jotted down.

Contacting the Employer

Whether you get a job or not depends, to a considerable extent, on the impression you made during the interview. Yet, sometimes you can lose out on a job simply because you do not follow up on it. Let us explain how this can happen.

When all the interviews have been completed, there will usually be two or three applicants who are equally well qualified for the job. Making a decision on which one to hire can be difficult. Often, employers will end up hiring persons who take the trouble to follow up on their interviews. To employers, these persons are the ones who are most genuinely interested in getting the job. They are the ones with the greatest determination to succeed. They are also the most courteous.

There are three ways to follow up an interview—in person, by telephone, and by letter. Of these three, the letter usually is the most effective unless you have made prior arrangements with the employer to either telephone or drop by the office on a certain date. In Chapter 8 of this textbook, post-interview letters were described. Before you follow up on your interview, you might do well to read this section again.

Evaluating Yourself

If you do not get a job, it is important for you to consider why you may have been turned down. This analysis will help you to improve your skills for future jobs that you might apply for.

Ask yourself the following questions after each interview:

1. Was I on time for the appointment?
2. Did I show poise and self-confidence when I first met the interviewer?
3. Did I have a good personal appearance?
4. Was I courteous and respectful throughout the interview?
5. Did I answer every question clearly and concisely?
7. Did I put major emphasis on my strong points?
8. Was I truthful about myself?
9. Did I make sure of getting my complete story across to the interviewer?
10. Did I show why I was interested in working for the company?
11. Was I thoughtful and considerate in not taking up more of the interviewer's time than necessary?
12. Did I thank the interviewer and leave as soon as the interview was over?

If you answer these questions honestly, the weak points in your presentation certainly will show up. Then, with some effort, you should be able to correct these mistakes and make a better showing the next time you apply for a job. Because of this, follow up may well be one of the most important things you do in your job search.

SUMMARY

Most interviews follow a regular pattern. First, there is an opening stage when you and the employer meet and greet each other. Then, the information-gathering stage begins. At this point, the interviewer tries to make a proper evaluation of your qualifications by asking questions. When you have answered all questions, you usually have a chance to give further information on yourself that you feel will help the interviewer in deciding about you. This is called the information-giving stage. Finally, there is a closing stage when you thank the interviewer and try to find out when a decision on hiring will be made.

Most of the rules for making a success of your interview are based on common sense. The basic rules of personal neatness and good grooming, courtesy, politeness, and thoughtful preparation of your ideas may be applied directly to the interview setting.

It is very important to follow up any job interviews. You should make notes on what happened and use these when you contact the interviewer to find out whether you have got the job. You should also evaluate your performance in the interview. Every interview, whether successful or not, can prove of benefit to you if you conscientiously examine yourself after each experience.

APPENDIX A

NOTES ON DATA, PEOPLE AND THINGS ¹

Data, People and Things refer to worker function designations; they are a measure of the ways a worker relates to data, people and things in an occupation. In addition to being a standardized terminology for use in summarizing what a worker does, through the use of appropriate and meaningful verbs descriptive of the basic work performed, occupations tend to cluster on data, people and things designations.

The three broad categories of relationships to Data, People and Things are as follows:

DATA: Information, knowledge, and conceptions related to Data, People and Things, obtained by observation, investigation, interpretation, visualization and mental creation; incapable of being touched. Written data take the form of numbers, words and symbols; other data are ideas, concepts and oral verbalization.

- 0 *Synthesizing:* Integrating analyses of data to discover facts and/or develop knowledge, concepts or interpretations.
- 1 *Co-ordinating:* Determining time, place, and sequence of operations or action to be taken on the basis of analysis of data, executing determinations and/or reporting on events.
- 2 *Analyzing:* Examining and evaluating data. Presenting alternative action in relation to the evaluation is frequently involved.
- 3 *Compiling:* Accumulating information which is usually recorded physically, but which may be stored mentally; gathering, collating, or classifying information about Data, People and Things. Reporting and/or carrying out a prescribed action in relation to the information is frequently involved.
- 4 *Computing:* Performing arithmetic operations and reporting on and/or carrying out prescribed action in relation to them. Does not include counting.
- 5 *Copying:* Transcribing, entering, or posting data.

- 6 **Comparing:** Understanding the readily observable functional, structural, or compositional characteristics (whether similar to or divergent from obvious standards) of Data, People, and Things.

PEOPLE: Human beings; also includes animals dealt with on an individual basis.

- 0 **Mentoring:** Dealing with individuals in terms of their total personality in order to advise, counsel and/or guide them with regard to problems that may be resolved by legal, scientific, clinical, spiritual and/or other professional principles.
- 1 **Negotiating:** Exchanging ideas, information and opinions with others to formulate policies and programs and or arrive jointly at decisions, conclusions or solutions.
- 2 **Instructing:** Teaching subject matter to others or training others (including animals) through explanation, demonstration and supervised practice; or making recommendations on the basis of technical disciplines.
- 3 **Supervising:** Determining or interpreting work procedures for a group of workers, assigning specific duties to them, maintaining harmonious relations among them and promoting efficiency.
- 4 **Diverting:** Entertaining others.
- 5 **Persuading:** Influencing others in favour of a product, service, or point of view.
- 6 **Speaking-Signaling:** Talking with and/or signaling people to convey or exchange information. Includes giving assignments and/or directions to helpers or assistants, but excludes ordinary conversation.
- 7 **Serving:** Attending to the needs or requests of people or animals, or the expressed or implicit wishes of people. Immediate response is involved.

THINGS: Inanimate objects as distinguished from human beings; substances or materials; machines, tools, or equipment; products. A thing is tangible and has shape, form, and other physical characteristics.

- 0 **Setting Up:** Adjusting machines or equipment by replacing or altering tools, jigs, fixtures and attachments to prepare them to perform their functions, change their performance, or

restore their proper functioning if they break down. Workers who set up one or a number of machines for other workers or who set up and personally operate a variety of machines are included here.

- 1 *Precision Working:* Using body members and/or tools or work aids to work, move, guide or place objects or materials in situations where ultimate responsibility for the attainment of standards occurs and selection of appropriate tools, objects, or materials, and the adjustment of the tool to the task require exercise of considerable judgment.
- 2 *Operating-Controlling:* Starting, stopping, controlling and adjusting the progress of machines or equipment designed to fabricate and/or process objects or materials. Operating machines involves setting up the machine and adjusting the machine or material as the work progresses. Controlling equipment involves observing gauges, dials and other indicators, and turning valves and other devices to control such factors as temperature, pressure, flow of liquids, speed of pumps, and reactions of materials. Set-up involves several variables, and adjustment is more frequent than in tending.
- 3 *Driving-Operating:* Starting, stopping and controlling the actions of machines or equipment for which a course must be steered or which must be guided, in order to fabricate, process, and/or move things or people. Involves such activities as observing gauges and dials; estimating distances and determining speed and direction of other objects; turning cranks and wheels; pushing clutches or brakes; and pushing or pulling gear shifts or levers. Includes such machines as cranes, conveyor systems, tractors, furnace-charging machines, paving machines and hoisting machines. Excludes manually-powered machines, such as handtrucks and dollies, and power-assisted machines, such as electric wheelbarrows and handtrucks.
- 4 *Manipulating-Operating:* Using body members, tools, or special devices to work, move, guide, or place objects or materials requiring the use of hand tools or special devices. Requires a significant combination of eye-hand co-ordination, and manual and finger dexterity. Involves some latitude for judgment with regard to precision attained and selection of appropriate tool, object or material, although this is readily manifest.

- 5 *Tending:* Starting, stopping, and observing the functioning of machines and equipment. Involves adjusting materials or controls of the machine, such as changing guides, adjusting timers and temperature gauges, turning valves to allow flow of materials and flipping switches in response to lights. Little judgment is involved in making these adjustments.
- 6 *Feeding-Offbearing:* Inserting, throwing, dumping, or placing materials in or removing them from machines or equipment which are automatic or tended or operated by other workers.
- 7 *Handling:* Using body members, hand tools and/or special devices to work, move, or carry objects or materials. Involves little or no latitude for judgment with regard to attainment of standards or in selecting appropriate tool, object or material.

